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ABSTRACT

This document is designed to assist college and university administrators locate places where they can obtain help on management procedures throughout 1974. Activities sponsored by associations, corporations, and consulting groups, in addition to a number of seminars and short-term professional development courses given at colleges and universities, are included. Descriptions prepared by the sponsoring organization include the name or title of activity, sponsoring organizations, dates and location, fees and what they cover, room and board accommodations, application dates and addresses, and a program description. A calendar of programs and an index of sponsoring organizations are included. (MJM)

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A GUIDE TO PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR COLLEGE AND UNIVERSITY ADMINISTRATORS

Seminars, Workshops, Conferences, Internships, and Fellowships

JANUARY-DECEMBER, 1974

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MD
MANAGEMENT DIVISION
ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC.

The Academy is a nonprofit planning organization

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JANUARY-DECEMBER, 1974

Compiled and Edited by
Judith T. Irwin

MD
MANAGEMENT DIVISION
ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC.

The Academy is a nonprofit planning organization

The Academy for Educational Development, Inc., is a non-profit tax exempt planning organization which pioneered in the field of long-range planning for colleges, universities, and state systems of higher education. The Academy has conducted over 200 major studies for institutions throughout the country, as well as for national agencies such as the U. S. Office of Education, the National Science Foundation, the Agency for International Development, and the National Institutes of Health. Additional information regarding the Academy's complete program of services to education may be obtained from its offices:

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The Academy's Management Division was established in 1970, under grants primarily from the W. K. Kellogg Foundation, to help college and university presidents and other officials improve the administration of the nation's institutions of higher learning. To achieve this purpose, MD conducts research, publishes the results, and organizes conferences and professional development programs.

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INTRODUCTION

This is the fourth annual edition of A GUIDE TO PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR COLLEGE AND UNIVERSITY ADMINISTRATORS. Its purpose is to help college and university administrators locate places where they can get help on management procedures throughout 1974.

This edition includes a wide variety of activities from a large number of sponsors. In addition to activities sponsored by associations, corporations, and consulting groups, a number of seminars and short-term professional development courses given at colleges and universities have been included. As in previous editions, university degree programs and their component courses are not included. Nor have we listed the extensive programs which many professional associations carry on at their annual meetings.

The enthusiastic response to the previous editions of this guide testifies to the widespread interest of college administrators in improving their management capabilities. Reasons behind the need for such opportunities--the financial pinch, social turbulence, pressures for change, high turnover, increasingly complex managerial responsibilities--have not abated during the past year. Indeed, they have increased. The demand for professional development programs in higher education management remains high.

The Academy would like to thank all those who cooperated in submitting information on their programs. It welcomes further comments from users of the Guide, and from organizations who would like to have their programs listed in future editions.

In most cases the descriptions presented here were prepared by the sponsoring organizations. The Guide is intended solely as a source of information; the appearance or absence of a particular organization or program represents no endorsement, criticism or other evaluation by the Academy.

FORMAT FOR PROGRAM LISTINGS

The information in each program summary is organized wherever possible according to the following format:

1. Name or title of activity
2. Sponsoring organization(s)
3. Date(s) and location(s)
4. Fees and what they cover
5. Room and board accommodations
6. Application date(s), address, etc
7. Program description

ORGANIZATIONAL MANAGEMENT AND INTERPERSONAL RELATIONS

(Related programs on pages 91, 34)

1. AN INVITATIONAL CONFERENCE ON THE FUTURE OF AMERICAN COLLEGE AND UNIVERSITY ADMINISTRATORS

2. American Association of University Administrators

3. Undecided.

4.

&

5.

6. For further information, contact Dr. James Ryan, Chairman, Professional Development Committee, State University of New York at Buffalo, Buffalo, New York 14214. Phone (716) 831-5131.

7. A three to four day working conference to review the roles of college and university administration and the alternatives of management as it deals with its various constituencies. Major papers will be given by recognized authorities in higher education; participants will have the opportunity to interact with them through coordinated task forces that will generate position papers on each major issue. The outcomes, compiled in book form as the proceedings of the conference, will serve as the basis for training sessions on a regional basis sponsored by the association.

1. INSTITUTE FOR ACADEMIC DEANS

2. American Council on Education, Office of Leadership Development in Higher Education

3. April 7-12, 1974, Arlington, Virginia (a coordinate program with the Business Officers Institute), November 3-8, 1974, Houston, Texas.

4. $500 covers program fee (limited financial assistance available for those with restricted budgets).

5. April: Ramada Inn-Rosslyn, Arlington, Virginia (singles $24; doubles $15 per person); November: The Whitehall Hotel, Houston, Texas (singles $23-$28; doubles $14-$17 per person).

6. Applications available from Dr. Charles F. Fisher, Program Director, Institute for College and University Administrators, American Council on Education, One Dupont Circle, Washington, D. C. 20036. Phone (202) 833-4780. APPLICATION DEADLINES: January 15 (Virginia); September 1 (Texas).

7. Each session limited to 40 participants recently appointed to such positions as Academic Dean, Provost, Academic Vice President, Dean of a College or Professional School, Dean of Faculty, or Dean of Instruction. Program offers prominent speakers, seminars, the analysis of authentic case studies, and small-group discussions, exploring problems and opportunities of academic leadership and administrative decision making. Topics include: dean's role in policy making; academic goals, organization and governance; curriculm innovation and planned change; student concerns, changing life styles and goals; faculty policies, development and evaluation; non-retention, tenure and collective bargaining; affirmative action programs and strategies; legal concerns and issues in higher education; program planning and budgeting with limited resources; public relations; developing departmental leadership; skills, styles and strategies of academic leadership; and the changing postsecondary education scene.

1. THE 1974 PRESIDENTS INSTITUTE

2. American Council on Education, Office of Leadership Development in Higher Education

3. June 16-22, 1974, Hot Springs National Park, Arkansas.

4. $800 covers program fee (including program for Presidents' spouses) (limited financial assistance is available for those with restricted budgets).

5. The Arlington Hotel, Hot Springs National Park, Arkansas. Singles $18; Doubles $11 per person.

6. Applications available from Dr. Charles F. Fisher, Program Director, Institute for College and University Administrators, American Council on Education, One Dupont Circle, Washington, D. C. 20036. Phone (202) 833-4780. APPLICATION DEADLINE: March 15, 1974.

7. Participation limited to 40 Presidents and Chancellors (plus their spouses); preference given to those recently appointed to position. Program offers prominent speakers, seminars, the analysis of authentic case studies, and small-group discussions, exploring problems, issues and opportunities of academic decision-making and administrative leadership. Topics include: academic goals, organization and governance; curriculum innovation and planned change; student concerns, changing life styles and goals; staff policies, development and evaluation; nonretention, tenure and collective bargaining; affirmative action programs and strategies; legal concerns; program planning and budgeting; development and financing; trustee relations; skills, styles, and strategies of presidential leadership; and the changing postsecondary education scene. Presidents' spouses will participate both in joint sessions and in separate seminars dealing with their own potential role on campus and in the community.

1. FALL CONFERENCE FOR TRUSTEES AND REGENTS

2. Association of Governing Boards of Universities and Colleges

3. October 24-25, 1974, Marriott Hotel at O'Hare, Chicago, Illinois.

4. To be announced.

5. Accommodations can be made at Marriott Hotel at O'Hare.

6. Address inquires to the Association, One Dupont Circle, N.W., Suite 720, Washington, D. C. 20036.

7. A conference for trustees and regents. Includes discussion groups and breakfast mixers by types of institutions.

1. NATIONAL CONFERENCE ON TRUSTEESHIP

2. Association of Governing Boards of Universities and Colleges

3. April 28-30, 1974, New Orleans, Louisiana.

4. To be announced.

5. The New Marriott Hotel, New Orleans, Louisiana (range of rates).

6. Address inquires to the Association, One Dupont Circle, N. W., Suite 720, Washington, D. C. 20036.

7. The conference is for trustees and regents and for chief executive officers. The program will focus on issues surrounding institutional vitality (e.g., enrollments and financial support).

1. AICS ANNUAL CONVENTION

2. Association of Independent Colleges and Schools (Formerly, United Business Schools Association)

3. October 27-30, 1974, Caribe Hilton, San Juan, Puerto Rico.

4. $80 - Full registration (includes 2 lunches; 2 cocktail receptions; 1 banquet).

5. Rooms will be available at the Caribe Hilton Hotel.

6. Apply to Mrs. Sue King, Comptroller, Association of Independent Colleges and Schools, 1730 M Street, N. W., Suite 401, Washington, D. C. 20036. Phone (202) 659-2460.

7. The Convention is geared for administrators of business schools. There will be business sessions, panel discussions and special seminars.

1. THE PRODUCTIVE ORGANIZATION--LINKING INDIVIDUAL NEEDS WITH ORGANIZATIONAL GOALS

2. Didactic Systems, Inc. and American Management Association

3. February 25-27, 1974, AMA Headquarters, New York, New York.

4. AMA Members--$325; Non-Members--$375.

5. Americana, New York Hilton, and other hotels nearby.

6. For information, write to Mr. John Gregory, American Management Association, 135 West 50th Street, New York, New York 10020. Phone (212) JU 6-8100.

7. A workshop to describe, and provide practice in, a comprehensive system designed to help managers develop the skills and habits which will allow them to align the needs, and expectations, of individual employees with their organization's performance requirements and objectives--as completely as the environment permits.

1. SEMINAR FOR COMMUNITY COLLEGE ADMINISTRATORS
"COMMUNITY COLLEGE ADMINISTRATION--MYTH OR REALITY"

2. Educational Facilities Center

3. May 6-7, 1974, The Center, 223 North Michigan Avenue, Chicago, Illinois 60601.

4. $85--complete registration, including all sessions during two-day period, detailed notebook of the meetings, one reception and one dinner. $75 if registration prior to April 22, 1974.

5. Local option.

6. Contact Donn Wadley, Director-Education Services, Educational Facilities Center, 223 North Michigan Avenue, Chicago, Illinois 60601.

7. A realistic appraisal of the effective utilization of teachers, community members and students in the management of community colleges. Speakers include: Dr. Oscar Shabat, Chancellor, City Colleges of Chicago; Dr. Arden Smith, Director, The Central Pennsylvania Consortium of Colleges; and a faculty of other outstanding leaders in community colleges.

1. NORMATIVE SYSTEMS LEADERSHIP SEMINAR IN HIGHER EDUCATION

2. HRI Human Resources Institute

3. Monday through Friday, June 24-28, 1974, Morristown, New Jersey.

4. $525--Instructional Costs.

5. Accommodations are $40 per day per participant.

6. Apply prior to April 15, 1974, to HRI Human Resources Institute, Tempe Wick Road, Morristown, New Jersey 07960. Phone (201) 267-1496.

7. The program introduces key college and university leaders to the Normative Systems approach to management and organizational development. This approach which has been used widely both in the United States and Europe stresses the identification, development, and maintenance of learning environments designed to achieve educational and organizational effectiveness. Registration is limited to 30 participants and teams from particular institutions will be given priority.

1. COMMUNICATION AND PERSUASION

2. The Institute for Advanced Technology

3. January 28-30, 1974, New York City; February 6-8, 1974, San Francisco, California; March 6-8, 1974, Washington, D.C.; April 22-24, 1974, New York City; May 6-8, 1974, San Francisco, California; June 5-7, 1974, Washington, D.C..

4. $350 fee includes course materials and luncheons.

5. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corporation, the seminar, and dates attending.

6. Registrations should be made two weeks prior to the seminar start date. Contact The Institute for Advanced Technology, 5272 River Road, Bethesda, Maryland 20016.

7. This seminar is designed to teach the what and how of communications. It will pinpoint many factors necessary for the individual to be able to communicate by combining lectures with workshops and encouraging active involvement in the exercises throughout the seminar.

1. THEORY Z - TOUGH POSITIVE MANAGEMENT

2. The Institute for Advanced Technology

3. January 14-16, 1974, Washington, D.C.
For future dates please contact the Institute.

4. $350 fee includes course materials and luncheons.

5. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corporation, the seminar, and dates attending.

6. Registration should be made two weeks prior to the seminar start date. Contact The Institute for Advanced Technology, 5272 River Road, Bethesda, Maryland 20016.

7. This seminar examines the revolutionary management technique Theory Z, and explains how to employ this technique directly in your own company. Theory Z unites the older management techniques such as Theories X and Y, job enrichment, MBO, PERT/CPM, positive reinforcement, communication and persuasion, etc. into a new unified approach. The other techniques are very useful in certain circumstances; but what happens when things are not going the way they should, when action is needed, and needed immediately? These are the situations that separate successful men from the "also-rans". These are the situations for Theory Z.

1. INSTITUTE FOR EDUCATIONAL MANAGEMENT - 1974
(5th ANNUAL PROGRAM)

2. Institute for Educational Management and Harvard University

3. June 16-July 26, 1974 (six weeks), Harvard Business School, Boston, Massachusetts.

4. Charge to participants, usually paid by sponsoring institution, is $1,800. Scholarship assistance to institutions available.

5. Room and board charge is included in above fee. All participants must live on campus.

6. Apply on IEM Application form due March 15, 1974 to: Institute for Educational Management, Longfellow Hall, Appian Way, Harvard University, Cambridge, Massachusetts 02138. Phone (617) 547-1472.

7. Program will accommodate 130 participants in two sections, for college and university administrators at the management level. Program participants represent the functional areas of academic administration, business management, student and governmental affairs, and financial development. A number of presidents, association representatives, and foreign participants are included. Broadly based management program largely conducted by case method with Harvard Business School faculty; supplemented by computer time, negotiation sessions, speakers, etc. Major subject areas: governance, labor relations (contracts, negotiations, grievances); personnel administration; governmental relations; marketing; law; fund raising; management information systems; control, budgeting finance; and organizational behavior.

1. MANAGEMENT SEMINARS IN ADMISSIONS

2. Johnson Associates in cooperation with individual colleges, consortia or organizations

3. By mutual planning and consent based on request of groups or colleges.

4. $500 per day (minimum 2 days) plus expenses of Johnson Associates staff and speakers.

5. At convenient airport motel locations or on a campus.

6. Planned at least 4-6 weeks in advance. Write to Johnson Associates, 1301 W. 22nd Street, Oak Brook, Illinois 60521, or call (312) 325-1177.

7. Two and three day sessions for individual colleges or groups of colleges. Includes president and key administrators. Johnson Associates staff and selected leaders chair the sessions--"A focus on problem solving and audience involvement, not papers or speeches". Topics include: (1) role of admissions for entire college management, (2) personnel and programs, (3) publications and communications, (4) video taping of individuals in role-playing situations, and (5) requests of participants in selected areas.

1. SEMINAR FOR COLLEGE AND UNIVERSITY LEADERS IN CONTINUING EDUCATION

2. Michigan State University

3. October 6-9, 1974, East Lansing, Michigan.

4. Approximately $100, including some served meals.

5. Accommodations available at Kellogg Center for Continuing Education, Michigan State University.

6. Apply to Mr. Clayton Wells, 50 Kellogg Center, Office of Conferences and Institutes, Michigan State University, East Lansing, Michigan 48824. Phone (517) 355-4540.

7. The program is designed to consider Continuing Education problems and developments in colleges and universities.

1. COLLEGE PRESIDENTS CONFERENCE

2. NTL Institute

3. April 21-27, 1974, La Coquille Club, Palm Beach, Florida.

4. Tuition--$500.

5. Room and Board--approximately $350.

6. Walter Sikes, Director, NTL Institute Center for Creative Change in Higher Education, 830 Xenia Avenue, Yellow Springs, Ohio 45387. Phone (513) 767-1388.

7. The objective of the program is to provide an opportunity for presidents, chancellors, executive deans, provosts, etc. to improve their skills in diagnosing and solving human problems of organization. Through discussions, lectures, and skill building activities, participants increase their understanding of self, others, groups and organizations. There is much opportunity for sharing ideas, experiences and dilemmas with senior executives from educational institutions, business and government.

1. GRADUATE STUDENT PROFESSIONAL DEVELOPMENT PROGRAM (GSPDP)

2. NTL Institute

3. August 19-30, 1974, Bethel, Maine.

4. $200 tuition and application fee.

5. Room and board, on-campus $185; less if participant makes his/her own off-campus housing arrangements.

6. First-round selections made March 31, 1974. For application form and information contact Dr. Lawrence C. Porter, NTL Institute, P.O. Box 9155, Rosslyn Station, Virginia 22209. Phone (703) 527-1500.

7. The workshop is the first in a series of five workshops which comprise the GSPDP sequence (subsequent workshops are 3, 3, 10, and 4 days long). Requirements: graduate student status, some experience in groups (encounter, sensitivity, etc.) and some background in group dynamics, laboratory education, etc. Focus is on increased awareness of self and on development of laboratory education skills and knowledge. Staff are recent graduates of NTL's Advanced Professional Development Programs and NTL senior trainers.

1. MANAGEMENT WORK CONFERENCE IN INTERPERSONAL COMPETENCE - PHASE I

2. NTL Institute

3. January 20-26, 1974, Miami, Florida; March 24-30, 1974, Carmel, California; April 28-May 4, 1974, Safety Harbor, Florida; June 16-22, 1974, Aspen, Colorado; August 18-24, 1974, Hershey Pennsylvania; October 20-26, 1974, Midwest (to be announced); November 17-23, 1974, San Diego, California.

4. $325 for tuition and registration, payable to NTL Institute.

5. Approximately $175 for room and meals for double occupancy.

6. Apply to Benito Masso, Jr., Program Manager, NTL Institute, 1815 N. Ft. Myer Drive, Arlington, Virginia 22209. Phone (703) 527-1500, ext. 227.

7. This program is designed to help managers and administrators with the problems that consume such a large portion of their time--the human side of getting the job done. The focus of the Management Work Conference in Interpersonal Competence is to help participants improve the skill and understanding required for working more effectively with others. This program is an orientation to experience-based learning and does not require any prior laboratory experience or prerequisite.

1. MANAGEMENT WORK CONFERENCE IN INTERPERSONAL COMPETENCE - PHASE II

2. NTL Institute

3. To be announced in early 1974.

4. From $200 to $325 for tuition and registration fees based on the length of the activity, payable to NTL Institute.

5. From $100 to $175 for room and meals based on the length of the activity for double occupancy.

6. Apply to Benito Masso, Jr., NTL Institute, 1815 N. Ft. Myer Drive, Arlington, Virginia 22209. Phone (703) 527-1500, ext. 227.

7. A series of special focus workshops of either three or six days duration are available for those who have completed a Management Work Conference in Interpersonal Competence - Phase I. Through these workshops, participants gain the opportunity to develop their own program for working in a variety of managerial skill areas such as career development, consultation skills, organizational planning, managing through people, conference management design, organizational development (OD) for managers and meeting skills for managers. We also have available an advanced Management Work Conference in Interpersonal Competence.

1. POWER AND SYSTEM LABORATORY

2. NTL Institute

3. February 24-March 1, 1974, Craigville, Massachusetts; May 19-24, 1974, Craigville, Massachusetts; June 23-28, 1974, Soquel, California; October 27-November 1, 1974, Craigville, Massachusetts.

4. $350 fee for tuition and registration, payable to NTL Institute.

5. $130 for room and meals for double occupancy.

6. Apply to Barry Oshry, NTL Power and Systems Education, Box 388, Prudential Station, Boston, Massachusetts 02199. Phone (617) 261-1640.

7. This program deals with human behavior as it is affected by the complex factors of social system life. Special emphasis is given to the dynamics of power at the personal, group and organizational levels. Appropriate for all levels of management.

1. PROGRAM FOR CAMPUS TEAM DEVELOPMENT

2. NTL Institute

3. June 10-21, 1974, Bethel, Maine; August 5-16, 1974, Santa Cruz, California.

4. Students: tuition and registration - $245;
Non-students: tuition and registration - $345.

5. Room and board will cost $155.

6. Apply to Walter Sikes, Director, NTL Institute Center for Creative Change in Higher Education, 830 Xenia Avenue, Yellow Springs, Ohio 45387. Phone (513) 767-1388.

7. This program helps teams made up of students, faculty and administrators to develop the skills and knowledge which will make them effective in working toward their goals and which will contribute to the growth of their members. Principles of planned change, group process and institutional dynamics are explored. Individuals have opportunities to acquire new knowledge about their relations with others and the effects of their behaviors on groups. The lab combines personal learning through T-groups and self-awareness exercises, work by each team on its own project with consultation, and theory and skill practice sessions which combine didactic and experiential methods.

1. PROGRAM FOR SPECIALISTS IN ORGANIZATION DEVELOPMENT (PSOD)

2. NTL Institute

3. January 13-18, 1974, Naples, Florida; July 21-August 16, 1974, Bethel, Maine; October 25-November 1, 1974, Naples, Florida.

4. & 5. $100 - registration, $300 - per program week, plus room and meals.

6. Apply to Dr. John D. Adams, Co-Director, Center for Professional Development, NTL Institute, P.O. Box 9155, Rosslyn, Virginia 22209; or to Dr. Lawrence C. Porter, Program Manager, NTL Institute, P.O. Box 9155, Rosslyn, Virginia 22209. Phone (703) 527-1500.

7. PSOD is a 4-week program, using both conceptual and experiential techniques, for organization change specialists who want to learn concepts and develop skills in the applied behavioral sciences. Pre-requisite: Participation in basic NTL Workshops. Role Requirement: Position in organization to utilize PSOD training.

1. EXECUTIVE MANAGEMENT SHORT COURSE

2. National Graduate University

3. February 18-22, 1974, New Orleans, Louisiana. The tentative schedule for the rest of the year includes courses in Washington, Dallas, Boston, Chicago, Denver, San Francisco, Honolulu and Miami.

4. Tuition and fees are $320 for the course materials, including at least one book, coffee and a reception; or $395 with a single room for five nights.

5. Room included in the combined tuition of $395. Board not included.

6. For more information: Executive Management Course, Division of Special Studies, National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D. C. 20016. Attention: Mr. David Jeffreys, Assistant to the President.

7. National Graduate University Management College faculty bring to bear in a condensed fashion the techniques and knowledge of sound management. Facets deemed to be of most immediate use to practitioners are presented in such a manner that participants will find themselves discussing and debating their customary ways of handling issues within the framework of information which may be new to them or approached in a different manner. It is expected that they will return to their responsibilities with new outlooks, new skills, new tools, new ways to keep abreast of change and new friends to help and stimulate them as they advance.

1. ADMINISTRATIVE MANAGEMENT PROGRAM FOR NATURAL RESOURCE MANAGERS

2. The Pennsylvania State University

3. December 1-13, 1974, University Park, Pennsylvania.

4. $510 includes tuition, cost of materials, room and board.

5. Accommodations at Nittany Lion Inn, University Park Campus.

6. Final registration held at 5:00-6:00 p.m., Sunday, December 1, 1974, in the lobby of the Nittany Lion Inn. For further information contact Mr. Ray Watson, Director of Executive Programs, College of Business Administration, 124 Boucke Building, The Pennsylvania State University, University Park, Pennsylvania 16802. Phone (814) 865-3435.

7. The program is designed for 40 mature, experienced persons in top managerial positions. The course offers the opportunity to develop a better understanding of the influence of economic, political, and social forces on organizational policies; to delve into strategic implementation of policies from an organizational rather than a departmental viewpoint; and to acquire understanding of techniques for improved decision-making. The goal is to encourage the individual to develop himself by creating the motivation for continued self-improvement. Major areas include the manager and his responsibility; managerial planning; organizational effectiveness; financial planning and control; behavioral factors in improving organizational effectiveness; economic prospects and problems.

1. EXECUTIVE MANAGEMENT PROGRAMS

2. The Pennsylvania State University

3. June 23 - July 19, 1974 and July 28 - August 23, 1974, University Park, Pennsylvania.

4. $1,900 includes tuition, cost of materials, room and board.

5. Accommodations at the Beta Theta Pi Fraternity House, University Park Campus.

6. Apply by May 1, 1974 to Dr. Ray Watson, Assistant Dean for Continuing Education, College of Business Administration, 310 Business Administration Building, The Pennsylvania State University, University Park, Pennsylvania 16802. Phone (814) 865-3435.

7. The program is designed for 40 executives from all fields and professions, 35 years old and over, with eight years of management experience. Through lectures, case method, role playing, simulations, and small group work, this course will enable them to focus on determination of organization policies and implementation of policy decisions through strategic planning. Emphasis is on practical application of broad management principles to achieving organizational objectives. Major areas include top management and its responsibility; policy formulation and strategic planning; managerial styles and individual values; organization development and innovation; decision-making processes; economic aspects of problems; societal and political forces; management information systems; internationalization of business; financial planning and control.

1. DEFINITION OF THE ROLE OF THE GOVERNING BOARD; INSTITUTIONAL NEEDS ANALYSIS; MANAGEMENT SEMINARS; TEAM PLANNING PROCESSES; CUSTOMIZED MANAGEMENT TRAINING

2. The Professional Institute of the American Management Association

3. Scheduled at mutual convenience of client and PI/AMA.

4. Variable, depending upon service rendered and program.

5. Variable, but $40 per day per registrant at AMA Grove, Hamilton, New York.

6. Contact: Dr. Franklyn S. Barry, P.O. Box 88, Hamilton, New York 13346; Mr. John S. Simonds, P.O. Box 241, Monteplier, Vermont 05602; Mr. Michael F. Kipp, P.O. Box 88, Hamilton, New York 13346.

7. The Professional Institute is dedicated to helping organizations increase their effectiveness through the adaptation and application of accepted management principles. PI tailors training to meet the unique needs of each individual organization--at all levels of management, from the Governing Board to first level employees. It offers a full line of services, ranging from conceptual analysis to the development of implementation skills in all of the basic functions of management.

1. CONFERENCE: COOPERATIVE INFORMATION AND PLANNING SYSTEMS DEVELOPMENT IN PUBLIC HIGHER EDUCATION

2. SDL Systems Research Group

3. May 8-10, 1974, Toronto, Ontario.

4. $50 registration fee to cover materials and lunches.

5. Room and board to be handled by individual participants; blocks of rooms will be held open.

6. For application and other information contact Mr. George Mowbray, SDL Systems Research Group, 111 Avenue Road, Toronto, Ontario M5R 3J8, Canada. Phone (416) 964-8411.

7. This will be a two-day conference designed for senior administrators of colleges and universities and representatives from system agencies of public higher education. The problems associated with and the need for cooperation in the design, development, implementation, and utilization of information, planning, and management systems will be considered. The needs of power structures for varying levels of information detail will be discussed as well as the changes which management systems development bring about in the nature of these power structures. Conference activities for the second day will include the description of an ideal information, planning and management systems development plan with illustrated examples of on-going plans in operation. Attention will be drawn to strategies for the implementation of such systems and the organizational structures necessary to accomplish the task.

1. EXECUTIVE GRID SEMINARS

2. Scientific Methods, Inc.

3. February 17-22, 1974, Ponte Vedra Beach, Florida; May 5-10, 1974, Lake Geneva, Wisconsin; September 29-October 4, 1974, Ponte Vedra Beach, Florida; November 17-22, 1974, Carefree, Arizona.

4. $600 covers seminar costs.

5. Travel and living expenses extra.

6. For information contact Scientific Methods, Inc., P.O. Box 195, Austin, Texas 78767. Phone (512) 477-5781.

7. Executive Grid Seminars are for line and staff executives representing higher levels of management. Participants attend from a wide range of businesses, from federal, state, and local governments and from service organizations. Grid seminars help managers to learn theories, to develop competence in identifying sound solutions for production/people problems, and to acquire leadership proficiency. Seminar learning objectives include understanding one's impact on others, developing team skills, improving one's competence as a member of one group that must work with another, and analyzing the culture of one's team and organization.

1. MANAGERIAL GRID SEMINARS

2. Scientific Methods, Inc.

3.

January 13-18, 1974	San Antonio, Texas
February 3-8, 1974	Hunt Valley, Maryland
Feb. 24-March 1, 1974	Glens Falls, New York
March 10-15, 1974	Scarborough, Ontario
March 31-April 5, 1974	Lake Geneva, Wisconsin
April 21-26, 1974	Glens Falls, New York
May 12-17, 1974	Ste-Adele, Quebec
May 19-24, 1974	Oshkosh, Wisconsin
June 9-14, 1974	Ste-Adele, Quebec
July 14-19, 1974	Palm Springs, California
August 18-23, 1974	St. Louis, Missouri
August 25-30, 1974	Portland, Oregon
September 15-20, 1974	Glens Falls, New York
Sept. 29-Oct. 4, 1974	Miami Beach, Florida
October 6-11, 1974	Columbus, Ohio
October 13-18, 1974	Minneapolis-St. Paul, Minn.
November 10-15, 1974	Lake Geneva, Wisconsin
November 17-22, 1974	Austin, Texas
December 1-6, 1974	Glens Falls, New York
December 8-13, 1974	Berkeley, California

4. $400 in United States and Canada.

5. Travel and living expenses extra.

6. For information contact Scientific Methods, Inc., Box 195, Austin, Texas 78767. Phone (515) 477-5781.

7. These Seminars are for line and staff executives representing higher and middle levels of management. Participants attend from a wide range of businesses; federal, state, and local governments; service organizations. Grid Seminars help managers learn theories, develop competence in identifying sound solutions for production/people problems, acquire leadership proficiency. Seminar learning objectives: understanding one's impact on others, developing team skills, improving one's competence as a member of one group that must work with another, analyzing the culture of one's team and organization.

1. APPLIED MODERN MANAGEMENT AND SUPERVISION

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. February 25-March 1, 1974; April 29-May 3, 1974; June 24-28, 1974. Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $150 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N. W., Washington, D. C. 20004. Phone (202) 447-3247.

7. Much individual learning results in this program from the process of testing techniques, applying judgment through use of simulation, and then receiving immediate feedback concerning the impact and effectiveness of the individuals approach to the management situation. Through the use of expert instructors, groups processes and discussion, role playing and simulations, precourse work, case studies, lecturettes and audio-visual presentations, the manager or supervisor, upon completion of this course,will be able to: better identify his own and other management style and leadership impact; define a management problem situation and list alternatives for effective action; apply the steps and processes (delegation, performance standards, planning, interpersonal interaction, etc.) necessary to accomplish organizational expectations.

1. CREATIVE CAREER DEVELOPMENT FOR WOMEN

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. February 6-8, 1974; March 13-15, 1974; April 17-19, 1974; May 29-31, 1974, Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $100 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D. C. 20004. Phone (202) 447-3247.

7. The program is designed for the woman who is a member or potential member of an organizational team. It will enable her to be more effective in her present assignments and increase her self-confidence to prepare for future opportunities including job enrichment and advancement.

1. INNOVATIVE MANAGEMENT

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. March 6-8, 1974; June 3-5, 1974; October 10-11, 1974. Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The course can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $110 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate school, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20004. Phone (202) 447-3247.

7. A two-day program for men and women who want to make things happen--program managers, engineers, executives, marketing managers and others who share responsibilities for adjusting to change, meeting new needs and capitalizing on opportunities in government and other institutions.

1. MANAGEMENT BY OBJECTIVES

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. March 6-8, 1974; June 3-5, 1974. Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $125 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D. C. 20004. Phone (202) 447-3247.

7. This two-day workshop is designed to help managers achieve the skills necessary in developing results-oriented management. Content areas that will be covered are: Establishing trust and an open climate; Giving and receiving feedback; Developing work plans and setting objectives; Developing interpersonal skills involved in setting objectives and their review. Extensive use will be made of participative training methods, including case study, role playing, and small group discussions.

1. MANAGEMENT DEVELOPMENT PROGRAM

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. January 3-4, 1974; February 3-8, 1974; March 14-15, 1974. Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $485 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20004. Phone (202) 447-3247.

7. This program is designed especially for the officials who are in executive positions or for those who anticipate assignments involving management responsibility. The program will be especially profitable to executives who have had little formal training.

   This program is designed to help the participant examine the managerial aspects of his job; formulate a framework of managerial theory; explore ways to improve managerial practice in the day-to-day work situation; strengthen his problem solving and team action skills; formulate a continuing and systematic program of self-development in management.

1. MANAGEMENT PROGRAM FOR EXECUTIVES IN SCIENTIFIC AND ENGINEERING ORGANIZATIONS

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. January 31-February 1, 1974; March 3-8, 1974; April 4-5, 1974. Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The course can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $485 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N. W., Washington, D. C. 20004. Phone (202) 447-3247.

7. This program focuses specifically on those management problems faced by executives in scientific and engineering organizations. It is designed to help the participants from a scientific or engineering standpoint examine the managerial aspects of their jobs; formulate a framework of managerial theory; explore ways to improve managerial practice in the day-to-day work situation; strengthen problem solving and team action skills; and formulate a continuing and systematic program of self-development in the field of management.

1. MANAGING MANAGEMENT TIME

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. May 6-7, 1974, Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $135 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D. C. 20004. Phone (202) 447-3247.

7. On completion of this seminar each participant will be better able to: organize his time to meet higher management's requirements, the immediate requirements of the rest of the organization, and his own requirements in becoming a more effective administrator; understand the uniquely different activities to which the manager should devote his time; help those with whom he works to "gear" time to objectives and priorities of organizational needs.

1. MODERN MANAGEMENT AND SUPERVISION: PART I

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. January 7-11, 1974; February 4-8, 1974; March 11-15, 1974; April 8-12, 1974; May 13-17, 1974. Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $150 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N. W., Washington, D. C. 20004. Phone (202) 447-3247.

7. An intensive, 40 hour workshop designed to provide a practical and theoretical foundation for success in supervision and management for present and future leaders in the public service. Through the use of expert instructors, group processes and discussions, plays and simulations, programmed materials, case studies, lectures and films, the trainee upon completion of this course will be able to: systematically identify problem areas in behavioral terms; analyze and devise solutions to common supervisory problems; stimulate purposeful group interaction; offer and cope with unpleasant feedback avoiding defensiveness and evasion; recognize personal responsibility in intergroup conflict and employ specific methods to correct it; establish a foundation for continued self development in the management sciences.

1. ORGANIZATION WOMAN: PERSONAL AND PROFESSIONAL DYNAMICS

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. February 13-15, 1974. Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The course can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $150 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N. W., Washington, D. C. 20004. Phone (202) 447-3247.

7. This seminar is designed to provide new experiences and insights into the participant's functioning as an individual and member of an organization. The participant will be provided the opportunity to improve her own effectiveness in the areas of interpersonal relations and group awareness, organizational dynamics and goal setting. These skills will enable the Organization Woman to integrate her personal and professional goals with organization effectiveness.

1. SEMINAR FOR WOMEN EXECUTIVES

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. February 27-March 1, 1974; May 29-31, 1974, Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $150 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D. C. 20004. Phone (202) 447-3247.

7. This seminar will provide women holding responsible positions the opportunity to further develop their potential by considering and exploring topics vital to good management. On completion of this seminar, participants will have: an increased comprehension of, and confidence in, their potential for making unique contributions to management; more courage to seek the "free ground" of mutual respect and partnership where both men and women can make their greatest contributions.

FINANCE AND BUDGET

(Related programs on
pages 3, 4, 13, 142)

1. INSTITUTE FOR BUSINESS OFFICERS
(Coordinate program with the Academic Deans Institute)

2. The American Council on Education, Office of Leadership Development in Higher Education

3. April 7-12, 1974, Arlington, Virginia.

4. $500 covers program fee (limited financial assistance available for those with restricted budgets).

5. Ramada Inn-Rosslyn, Arlington, Virginia: Single $24; Double $15 per person.

6. Applications available from Dr. Charles F. Fisher, Program Director, Institute for College and University Administrators, American Council on Education, One Dupont Circle, Washington, D. C. 20036. Phone (202) 833-4780. APPLICATION DEADLINE: January 15, 1974.

7. Limited to 35 participants; preference given to those recently appointed to position. Those eligible include Business Officer, Financial Vice President, Treasurer or others with broad fiscal responsibility. Program offers prominent speakers, seminars, the analysis of authentic case studies, and small-group discussions giving an overview of the problems and opportunities of academic decision making and administrative leadership. Topics include: business officer's role in policy making; academic goals, organization and governance, curriculum innovation and planned change; student concerns, changing life styles and goals: personnel development and evaluation; non-retention, tenure, and collective bargaining; affirmative action programs and strategies; legal concerns and issues; planning and budgeting academic programs; financing higher education with limited resources; staff, board and public relations; skills, styles and strategies of academic management; and the changing postsecondary education scene.

1. ANNUAL RISK MANAGEMENT CONFERENCE

2. American Society of Insurance Management, Inc.

3. April 28-May 3, 1974, Toronto, Canada.

4. Member: Employee Benefits only (Monday-Wednesday)--$150; Industry Sessions only (Monday & Tuesday)--$50; Employee Benefits and Property-Casualty (Monday-Friday)--$200; Industry Sessions and Property-Casualty (Monday-Friday)--$175; Property-Casualty only (Wednesday-Friday)--$150. Non-Member: Employee Benefits only (Monday-Wednesday)--$175; Employee Benefits and Property-Casualty (Monday-Friday)--$225; Property-Casualty (Wednesday-Friday)--$175. The above fees are in effect before April 1. After April 1 each fee will be increased by $10.

5. Rates for all participating hotels (Four Seasons-Sheraton (Headquarters Hotel), Holiday Inn Downtown, and Royal York) are: Single $25; Double/Twin $31.

6. Make checks payable to A.S.I.M. and send with completed form to: A.S.I.M., 205 East 42nd Street, New York, New York 10017.

7. Many general sessions, workshop type sessions, industry sessions.

1. THE 1974 CONFERENCE OF THE ASSOCIATION OF COLLEGE AND UNIVERSITY AUDITORS

2. Association of College and University Auditors

3. September 29-October 2, 1974, Northwestern University, Evanston, Illinois. Held annually.

4. $50 (estimated) - registration fee.

5. Cost of accommodations at Orrington Hotel and Holiday Inn to be determined.

6. Apply on prescribed form due September 1, 1974, to Mr. Willis Nordham, Internal Auditor, Northwestern University, 633 Clark Street, Evanston, Illinois 60201.

7. For all internal auditors of educational institutions and other administrative personnel interested in auditing practices. Through speeches and workshops, participants explore auditing practices and techniques.

1. SIXTH ANNUAL PROFESSIONAL DEVELOPMENT WORKSHOP

2. Central Association of College and University Business Officers

3 February 17-19, 1974, St. Louis/Marriott Motor Hotel, St. Louis, Missouri 63134.

4. $75, including instruction and conference materials; the social hour and dinner on Sunday, February 17; lunch on Monday, February 18; lunch on Tuesday, February 19; and beverage breaks.

5. Lodging accommodations at St. Louis/Marriott Motor Hotel on Interstate 70 immediately across from the St. Louis Lambert Airport.

6. Central Association of College & University Business Officers, Professional Development Workshop - Office of Special Events, P.O. Box 8005, St. Louis University, St. Louis, Missouri 63108.

7. Among others, the following courses will be offered: "Budgeting","Contemporary Educational Management Principles and Practices", "Current Issues in Performance Evaluation", "Current Problems in Employee Relations", "Development of Standard Unit Costs for Reporting and Exchange", "Faculty Activity and Margin Analysis--A Tool for Deficit Reduction", "Fundamental Concepts of Computers", "Higher Education Information Systems", "Issues and Recent Developments in Equal Employment Opportunity Matters for Colleges and Universities", "Long Range Planning--Its Merit, Meaning and Methodology", "Management Techniques and Faculty Collectivization", and "Records Management".

1. WORKSHOP ON CASH MANAGEMENT AND SHORT-TERM INVESTMENTS

2. The National Association of College and University Business Officers

3. January 18, 1974, O'Hare Inn, Chicago, Illinois.

4. NACUBO Member Institutions--$50 per person; Others--$75 per person. Fee includes one luncheon, coffee breaks, workshop materials.

5. Participants are requested to make their own hotel reservations directly with the hotel. O'Hare Inn: single $23-$34; double $29-$40.

6. Apply to Cash Management and Short-Term Investments Workshops, NACUBO, Suite 510, One Dupont Circle, Washington, D. C. 20036. Phone (202) 296-2346.

7. This one-day workshop under the direction of the Investment Committee of NACUBO is intended to provide basic information for the chief business officer or his designated staff officer responsible for cash management and short-term investments. It is a "how to" session, and handout materials will be provided.

1. 1974 WORKSHOPS ON INTRODUCTION TO FUND ACCOUNTING

2. National Association of College and University Business Officers (NACUBO)

3. March 10-12, 1974, Atlanta, Georgia; April 7-9, 1974, Minneapolis, Minnesota.

4. Fees to be determined.

5. Participants are requested to make their own hotel reservations directly with the hotel, specifying attendance at the NACUBO Workshop to receive the following special rates: Stouffer's Atlanta Inn, 590 W. Peachtree Street, N.W., Atlanta, Georgia 30308, single-$27, double-$33; Radisson Hotel, 45 South 7th Street, Minneapolis, Minnesota 55402, single-$18, double-$22.

6. Apply to Workshops on Introduction to Fund Accounting, NACUBO, Suite 510, One Dupont Circle, Washington, D. C. 20036. Phone (202) 296-2346.

7. The Workshops are intended for the person with limited fund accounting experience and are not intended for the individual who is already involved in the complexity of fund accounting at an advanced level. The Workshops should be valuable for individuals with diverse responsibility in small institutions as well as those with limited responsibility in larger institutions. The Workshops are designed to instruct participants in the basic concepts and philosophy of fund accounting and its application to financial transactions of educational institutions. The Workshop program will review principles and philosophy, with a major emphasis on understanding techniques and practices of fund accounting, and will include lectures and laboratory sessions devoted to specific areas.

1. EDUCATIONAL BROADCASTING INSTITUTE: FUNDAMENTALS OF FINANCE AND ACCOUNTING FOR NON-FINANCIAL MANAGERS

2. National Association of Educational Broadcasters

3. February 24-27, 1974, Washington, D. C.

4. NAEB Members: $165; Non-members: $215. Covers tuition, one dinner and three luncheons. Minority scholarships available.

5. Accommodations to be arranged separately by participants.

6. Apply to EBI, NAEB, 1346 Connecticut Avenue, N.W., Washington, D. C. 20036. Phone (202) 785-1100.

7. A course, developed by the American Management Association and adapted by NAEB, which gives executives improved operating skills in such important management areas as: generally accepted accounting practices, financial statement analysis, planning for financial needs, cash management, managerial accounting, cost behavior and flexible budgeting, marketing as financial planning technique, cost-benefit planning with budgetary controls, and investment forecasting.

1. ANNUAL MEETING AND PRODUCT EXHIBIT

2. National Association of Educational Buyers

3. May 1-4, 1974, Miami Beach, Florida.

4. $50 (approximately) - Registration.

5. Playboy Plaza Hotel $22 for either single or double occupancy.

6. Apply to National Association of Educational Buyers, 111 Cantiague Rock Road, Westbury, New York 11590. Phone (516) 681-8010.

7. Workshops and product exhibits for administrators involved in procurement for educational institutions.

1. FURNITURE PROCUREMENT INSTITUTE

2. National Association of Educational Buyers

3. March 4-8, 1974, Grand Rapids, Michigan.

4. $100--Tuition.

5. Holiday Inn East, Grand Rapids, Michigan.

6. Contact National Association of Educational Buyers, 111 Cantiague Rock Road, Westbury, New York 11590. Phone (516) 681-8010.

7. Detailed examination of furniture construction and purchasing procedures with tours of manufacturing facilities.

1. INSTITUTE ON PROFESSIONAL DEVELOPMENT OF COLLEGE BUSINESS PERSONNEL

2. National Association of Educational Buyers

3. November 1974. Exact date and location to be determined.

4. Fees to be determined.

5. Accommodations to be determined.

6. For information and application blanks, write to The National Association of Educational Buyers, 111 Cantiague Rock Road, Westbury, New York 11590. Phone (516) 681-8010.

7. Topics--current problems in higher education, structure and control of U.S. higher education, administrative structure and organization within higher educational institutions, principles of administration and functioning as an administrator, management tools, literature for the profession, delegation, long-range planning and program budgeting, leadership and motivation, economic implications of current problems, a technique for analyzing and solving problems, career opportunities, a philosophy for higher education, and collective bargaining.
Faculty--Dr. Paul A. Bacon, Assistant Vice President for Business Affairs, State University of New York at Buffalo; Dr. Kenneth R. Erfft, Educational Consultant; Dr. James J. Ritterskamp, Jr Vice President for Administration, Vassar Colle

1. PURCHASING INSTITUTE

2. National Association of Educational Buyers

3. March 11-15, 1974, Atlanta, Georgia.

4. $100--Tuition.

5. Holiday Inn Downtown Atlanta, Georgia.

6. Contact The National Association of Educational Buyers, 111 Cantiague Rock Road, Westbury, New York 11590. Phone (516) 681-8010.

7. A training course to provide a working knowledge of the full range of purchasing operations of educational institutions.

1. INSTITUTE ON FEDERAL FUNDING

2. National Graduate University

3. March 19-20, 1974 and March 26-27, 1974, Washington, D. C.

4. $125 for registration, conference materials, two lunches, coffee, and reception. The book, Grants Administration, published by National Graduate University, is available with the registration for $12.

5. A block of rooms for the March Institutes is set aside at the Sheraton-Park Hotel at the special rate of $19 for a single room. Comparable arrangements will be made for the September institutes.

6. Apply to Dr. Jean K. Boek, Director, Division of Special Studies, National Graduate University, 3408 Wisconsin Avenue, N. W., Washington, D. C. 20016. Phone (202) 966-5100.

7. The increasing pressures on limited national funds make it imperative that federal monies be used as efficiently as possible. The objective of these informational conferences, therefore, is to assist administrators of academic nonprofit and governmental institutions in managing the search for, negotiation of, expenditure of, and audit of federal money for research, training, demonstration, and services. At each institute well-informed authorities closely involved in directing federal programs describe funding levels of their agencies, policies and plans for channeling these monies into extramural projects during the coming months and avenues of further information including legislation and guidelines. Opportunity is provided for participants to meet with and ask questions of speakers during sessions. For a full listing of speakers, their affiliations and topics to be discussed, write or call the Division of Special Studies.

1. INTENSIVE COURSE ON THE NEGOTIATION AND ADMINISTRATION OF FEDERAL GRANTS AND CONTRACTS

2. National Graduate University

3. February 19-22, 1974, New Orleans, Louisiana; March 12-14, 1974, Dallas, Texas; April 2-4, 1974, Washington, D. C.; May 7-9, 1974, Chicago, Illinois; June 4-6, 1974, Boston, Massachusetts; July 23-25, 1974, Honolulu, Hawaii; July 30-August 1, 1974, San Francisco, California; August 5-7, 1974, Colorado; October 15-17, 1974, Washington, D. C.; November 26-28, 1974, Miami, Florida.

4. Tuition is $242, which includes reference materials, the book, Grants Administration, published by National Graduate University, coffee, and a reception.

5. A single room for three nights is included in the total fee of $298 at each location.

6. For more information write to Dr. Jean K. Boek, Director, Division of Special Studies, National Graduate University, 3408 Wisconsin Avenue, N. W., Washington, D. C. 20016. Phone (202) 966-5100.

7. The general objective is the achievement of greater productivity in the management of tax-supported programs. At each location, one course is offered to administrators and faculty of colleges, universities, and non-profit research organizations, and another is offered at the same time to officers of state and local governments, including school districts, to reflect differences in their application for and use of federal money. Enrollees include those newly entering the field as well as administrators more experienced with grants and contracts who wish to keep current with the latest developments in planning for application, regulations governing federal procurement, review processes, controlling expenditures and audit standards. Instruction is through presentation of data and discussion with participants.

1. COLLEGE BUSINESS MANAGEMENT INSTITUTE

2. The University of Kentucky Office of Business Affairs, the College of Business and Economics, and the Southern Association of College and University Business Officers

3. July 28 - August 2, 1974, at the University of Kentucky, Lexington, Kentucky.

4. $100 covers program costs plus opening smorgasbord and final banquet. Limited scholarships available.

5. Double rooms in the Housing Complex--$5 per person per night. Single rooms on request--$7 per night. Individuals who wish to live in local motels should make arrangements and reservations early.

6. Apply to A. Paul Nestor, Coordinator, College Business Management Institute, Administration Building, University of Kentucky, Lexington, Kentucky 40506. Phone (606) 258-8301.

7. A course of study open to all business office personnel and other interested persons, the Institute is composed of three sessions of study to be taken in consecutive order, one week each summer. Each week of study is devoted to 27 hours of lectures, seminars, discussions and conferences. Those attending for the first time take Group I sessions--Basic Lectures, Dining and Housing Operations, Fundamentals of Fund Accounting, Personnel Administration, Physical Plant Operations, Purchasing Policies and Procedures. Sessions in Groups II and III include Role of Chief Business Officer and Organizational Structure, Financial Affairs and Treasury, Personnel Administration and Staff Relations, Auxiliary and Business Services, Data Processing, Physical Plant, Public Safety, Auditing, Planning and others.

1. THE ANNUAL WACUBO WORKSHOP

2. The Western Association of College and University Business Officers (WACUBO)

3. August 11-16, 1974, at the University of California, Santa Barbara, California.

4. $160 covers registration, materials, 15 meals
& (including 2 banquets) and 5 nights double-room
5. lodging at Santa Barbara Campus Residence Halls.

6. Send application between April 1 and August 7, 1974, to Mrs. Julie DeAnda, Secretary, WACUBO Workshop - Business Office, University of California, Santa Barbara, California 93106. Phone (805) 961-2029. A deposit of $25 is required.

7. The Workshop is a three-year program, with each year offered concurrently. The First and Second Year classes are designed for college and university staff employees engaged in business-related functions. The curriculum includes courses on Accounting, Budget Management, Purchasing, Physical Plant Management, Administrative Principles, Labor Relations, Law, Auxiliary Enterprises, Information Systems, Management Principles, Government Relations, and Group Seminars. A Certificate of Completion is issued upon completion of the Second Year Program.

The Third Year is an advanced program designed for administrators in middle and upper management positions. A variety of current topics and problems are explored in depth by means of the case study method. A Certificate of Completion is also awarded for the completion of the Advanced Course.

The faculty represents leading professional administrators in the field of higher education administration from throughout the United States.

DEVELOPMENT AND FUND RAISING

(Related programs on
pages 5, 6)

1. CONFERENCE ON ESTATE PLANNING

2. American Alumni Council

3. March 10-13, 1974, Drake Hotel, Chicago, Illinois.

4. $100 covers registration and materials.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D. C. 20036. Phone (202) 223-9505.

7. Program designed for intermediate and advanced fund raisers. Program will discuss estate planning from point of view of administration and promotion.

1. CONFERENCE ON THE INDEPENDENT ASSOCIATION: WHAT IT CAN CONTRIBUTE TO THE UNIVERSITY

2. American Alumni Council

3. March 31-April 2, 1974, Indiana University, Bloomington, Indiana.

4. $100 covers registration and materials.

5. Lodging arranged through the American Alumni Council.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D. C. Phone (202) 223-9505.

7. Program designed for chief executive officers and assistant executives. Program will discuss fiscal management, records keeping and alumni surveys, legislation and the association, and what encourages and discourages association growth.

1. CONFERENCE ON LONG-RANGE PLANNING

2. American Alumni Council

3. March 24-27, 1974, Marriott Key Bridge Hotel, Washington, D. C.

4. $100 covers registration and materials.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D. C. Phone (202) 223-9505.

7. Advanced program designed for the top development/ alumni officer. Program will focus on the design and implementation of a long-range institutional planning with a focus on the alumni/development programming.

1. CONFERENCE ON TAPPING HUMAN RESOURCES FOR EDUCATION SUPPORT

2. American Alumni Council

3. April 18-21, 1974, L'Enfant Plaza Hotel, Washington, D. C.

4. $100 covers registration and materials.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D. C. Phone (202) 223-9505.

7. A ground-breaking conference exploring how institutions can tap the talent (not just the dollars) of their many constituents--alumni, parents, faculty, and community, as well as students.

1. WORKSHOP ON MINI-MEDIA WITH MINI-MONEY

2. American Alumni Council

3. April 20, 1974, Chicago, Illinois.

4. $35 covers registration and materials.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D. C. Phone (202) 223-9505.

7. A one day workshop in the low-cost production of slide shows designed for all alumni/development/ communications administrators. Every phase of producing a show will be covered from the idea to the picture and slide sources to the storyboard layout to the screen and the music.

1. BROADENING THE BASE OF SUPPORT: AN UPDATE ON DEVELOPMENT, ALUMNI SUPPORT, MEDIA RELATIONS, FUND RAISING, LEGISLATIVE RELATIONS

2. American Association of State Colleges and Universities

3. To be Announced.
4.
&
5.

6. Write to Mrs. Mary Campbell, Executive Associate, American Associations of State Colleges and Universities, Suite 700, One Dupont Circle, Washington, D. C. 20036.

7. An update on development alumni support, media relations, fund raising and legislative relations. Participants to be designated by their presidents (colleges and universities).

1. 1974 ACPRA SUMMER ACADEMY

2. American College Public Relations Association (ACPRA)

3. August 4-9, 1974, Center for Continuing Education, University of Notre Dame, South Bend, Indiana. Held annually.

4. & 5. $360 for ACPRA members; $410 for nonmembers. Fee covers all materials, five nights lodging, lunches and dinners. $50 deposit must accompany application; balance of fee due before August 4, 1974.

6. Apply on prescribed form prior to July 1, 1974 to ACPRA Summer Academy, One Dupont Circle, N.W., Suite 600, Washington, D. C. 20036. Phone (202) 293-6360.

7. Curriculum includes general lectures and case studies in plenary sessions, i.e., Assessment of Higher Education Today; Practical Applications of Communication Theory; Small College and Large University Advancement Programs; Management Framework; External and Internal Elements; Effective Executive; Public Relations; Internal and External Communication Program; Planning and Evaluating PR Activities; Development; Elements of Development Programs in Future Financing of Higher Education; Seeking Major Gifts--Research, Proposal Format, Content, and Presentation; Planning and Evaluating Development Activities. The seven member team faculty is selected from the education field and are seasoned practitioners and academic experts.

1. THE BRAKELEY/JPJ COMPUTER-IN-PHILANTHROPY-CONFERENCE

2. Brakeley, John Price Jones Inc.

3. Annually.

4. $185 fee for two-day courses including workshops and manual.

5. Varies upon location.

6. Write to Brakeley, John Price Jones Inc., Attention: Mrs. Tina F. Daniels, Vice President, 6 East 43rd Street, New York, New York 10017.

7. The general program covers the application of computer technology to various broad aspects of fund raising. Workshops (discussion groups) cover specific problems of educational, health and welfare organizations, and hospitals. Program speakers and panelists are drawn from a variety of organizations employing computers in various capacities including fund raising and development.

1. DONOR FINANCIAL PLANNING SEMINARS

2. Brakeley, John Price Jones Inc.

3. At the request of institutions or professional groups.

4. Lecturer's fee $500 per diem.

5. As determined by sponsoring group.

6. Write to Brakeley, John Price Jones Inc., Attention: Adrian B. Cockerill, Jr., Vice President, 6 East 43rd Street, New York, New York 10017.

7. Seminars designed to orient development officers to the use of estate planning in fund raising. Covers estate analysis, will drafting and review, estate planning aspects of charitable giving, management of planned giving programs, prospect file administration, promotional techniques, functions and management of Trusts and Legacies Committees.

1. PLANNED GIFTS TRAINING PROGRAM

2. Kennedy Sinclaire, Inc.

3. January 13-18, 1974; June 16-21, 1974; September 8-13, 1974; October 20-25, 1974. The January, June and September seminars will be held in New Jersey; the October seminar in California.

4. $1,800 covers pre-class basic correspondence course, 5-day seminar, sales manual, and one set 35mm slides illustrating various gift plans, and the Annual Planned Gifts Workshop.

5. Lodging at nearby motel approximately $25 per day for room and meals.

6. Apply to Kennedy Sinclaire, Inc., 524 Hamburg Turnpike, Wayne, New Jersey 07470, Attention: Mr. Raymond L. Killeen, Vice President. Phone (201) 345-2000.

7. Participant required to complete basic correspondence course prior to attendance at week-long seminar. Curriculum includes fundamentals of estate, gift, and income taxation affecting gifts and bequests. Equal emphasis given to sales techniques for obtaining a charitable gift. Planned Gifts Sales Manual illustrates through charts and tables various methods of giving, with emphasis on tax advantages. Most up-to-date communications methods, including video monitoring system, help participants perfect "simulated" presentations to prospective donors, critiqued by Kennedy Sinclaire faculty.

   In addition to regular seminars, special "in-house" training sessions can be held at the institution. Minimum class is 15 participants. Special fee available.

1. EDUCATIONAL BROADCASTING INSTITUTE: SEMINAR IN PROPOSAL WRITING

2. National Association of Educational Broadcasters

3. April 7-9, 1974, Washington, D. C.

4. Members of NAEB: $125; Non-members: $175. Includes tuition, materials, one dinner and two lunches. Minority scholarships available.

5. To be arranged separately by participants.

6. Apply to EBI, NAEB, 1346 Connecticut Avenue, N.W., Washington, D. C. 20036. Phone (202) 785-1100.

7. A new course designed to assist proposal writers in the structure, philosophy, and operating procedures of major fund-producers.

1. 17th NATIONAL CONFERENCE ON PHILANTHROPY

2. National Council on Philanthropy

3. October 21-23, 1974, Cleveland Plaza Hotel, Cleveland, Ohio.

4. Approximately $135 registration, $120 advance. Fee includes conference materials and proceedings. (Proceeding also available for $8.50 through Cleveland office.)

5. Rooms paid by registrants - most meals included in registration.

6. Apply to: National Council on Philanthropy, 690 Union Commerce Building, Cleveland, Ohio 44115, or 680 Fifth Avenue, New York, New York 10019.

7. The Council was created "for the cooperative study of contribution problems, policies, and procedures," and is open to executives of corporations, foundations, and organizations and institutions in the fields of education, health, welfare, religion and the arts, etc. The participants will address themselves to basic matters of policy, including philanthropy and the national interest; tax incentives; the church and philanthropy; crime and social justice; the social responsibility of business; philanthropy in the field of ecology; the support of minority causes; the funding of scientific research; the administration of philanthropy; and the response to attacks on voluntary support.

1. ANNUAL INSTITUTE FOR FINANCIAL DEVELOPMENT

2. Robert F. Sharpe & Company's National Planned Giving Institute

3. June 17-19, 1974, Glen Eyrie, Colorado Springs, Colorado.

4. $225, plus room and board. Fee includes $50 registration, all lectures and workshops, notebooks, sample materials, tax forms.

5. Glen Eyrie, private confe_ence center. Families welcome.

6. For further information, contact Mrs. Dot Walker, Robert F. Sharpe and Company, 5050 Poplar Avenue, Suite 1222, Memphis, Tennessee 38157.

7. A refresher course in deferred giving plans, taxes in charitable giving, and deferred giving programs by mail. Estate planning sessions. Lectures, case studies, role playing, filmstrips, i.e., "How to Conduct a Wills Clinic". Appropriate as a refresher course for experienced development personnel; also practical introduction for novices in the planned giving field.

1. NATIONAL PLANNED GIVING INSTITUTE

2. Robert F. Sharpe and Company, Inc.

3. All held in Memphis, Tennessee: January 21-23, 1974; January 23-25, 1974; April 15-17, 1974; April 17-19, 1974; October 7-9, 1974; and October 9-11, 1974.

4. $225 per seminar; $1,050 for all six seminars, payable in advance.

5. Downtowner Hotel, 160 Union Avenue, Memphis, Tennessee.

6. Registration required 10 days prior to the time seminar commences. Apply to Robert F. Sharpe & Company, 5050 Poplar Avenue, Suite 1222, Memphis, Tennessee 38157.

7. All six of these seminars complete a comprehensive program for the charitable institution's officer who will become a student in the deferred giving field. Titles of seminars (in same order as dates above): Charitable Estate Planning; Charitable Estate Planning (Advanced); Giving Through Charitable Remainder Trusts, Gift Annuity Contracts, Wills and Securities; Direct Mail Fund Raising and Public Relations; Charitable Giving Through Life Insurance, Unitrusts, Annuity Trusts, Life Income and Life Estate Contracts; and Foundations, Corporations, Annual and Memorial Gifts.

1. SEMINAR ON TAXES-AND-GIVING

2. Robert F. Sharpe & Company's National Planned Giving Institute

3. June 19-21, 1974, Glen Eyrie, Colorado Springs, Colorado.

4. $225, plus room and board. Fee includes $50 registration, all lectures and workshops, notebooks, sample materials, tax forms.

5. Glen Eyrie, private conference center.

6. For further information contact Mrs. Dot Walker, Robert F. Sharpe & Company, 5050 Poplar Avenue, Suite 1222, Memphis, Tennessee 38157.

7. Taxes as related to charitable giving: Income, gift and estate taxes as applied to charitable estate planning; conducting the interview, calculating deductions, estate analysis, preparing alternatives. Speaker: Philip Ray Converse, LL.B., Vice President of Robert F. Sharp and Company, authority on the subject of taxes and charitable giving and estate planning.

1. GRANTSMANSHIP FOR EDUCATIONAL INSTITUTIONS

2. University Resources, Inc.

3. Monthly in New York City.

4. $240 covers texts, materials, lunches and private consultation.

5. Accommodations at the Gramercy Park, New York City--$15 per day average.

6. Apply on prescribed form to University Resources, Inc., Registrar, 4 Gramercy Park West, New York, New York 10013. Phone (212) 765-1677.

7. Seminar limited to 15 registrants. Not a lecture. Workshop learning by doing. Participants explore problems, sources of funds, filing an application and program evaluation. Subjects include: Federal and State Grants, and Foundations and Corporation Grants.

PERSONNEL MANAGEMENT

(Related programs on
pages 3, 4, 8, 13, 118)

1. CUPA NATIONAL CONFERENCE

2. College and University Personnel Association

3. October 27-30, 1974, Houston, Texas.

4. Fees are unknown at this time but approximately $110.

5. Conference and sleeping arrangements are both being made at the Regency Hyatt House in Houston.

6. For additional information: CUPA Headquarters Office, Department of Conferences, One Dupont Circle, Suite 525, Washington, D. C. 20036.

7. No definitive program at this time. It will include all subject areas pertinent to personnel management with institution of higher education.

1. CUPA NATIONAL SEMINAR

2. College and University Personnel Association

3. March 27-29, 1974, Washington, D.C.

4. $60 per person (unconfirmed).

5. Statler Hilton, Washington, D. C.

6. For additional information: Dr. Kwan Perrin, Special Programs, CUPA, One Dupont Circle, Suite 525, Washington, D. C. 20036. Phone (202) 833-9080.

7. Program will cover OSHA, Affirmative Action, EEO, Equal Pay, Unemployment Compensation, Manpower Planning, Liability Insurance, Staff Training, Pension Plans, Transactional Analysis.

1. IN-SERVICE TEAM TRAINING IN FACULTY DEVELOPMENT AND LEARNING ENVIRONMENTS

2. The Council for the Advancement of Small Colleges

3. August 6-10, 1974, Oklahoma Christian College, Oklahoma City, Oklahoma.

4. Not yet determined.
&
5.

6. For further information contact Gordon R. Werkema, Program Administrator, Council for the Advancement of Small Colleges, One Dupont Circle, N.W., Suite 750, Washington, D. C. 20036. Phone (202)659-3795.

7. The program is designed to improve the effectiveness of the instructional process on campus by developing trainers who can do effective in-service improvement with their colleagues. Also confronted will be the problems of "steady state staffing". Special attention will be given to the administrative climate on campus. Help will be provided in the difficult decision-making areas of re-allocation of faculty resources, tenure, salaries and other matters. The colleges participating will be encouraged to send their president, academic dean and three faculty members.

1. NEGOTIATION SKILLS

2. NTL Institute

3. March 24-30, 1974, Carmel, California; July 7-21, 1974, Bethel, Maine; October 20-26, 1974, Midwest (to be announced).

4. $325 for tuition and registration fees payable to NTL Institute.

5. Approximately $175 for room and meals and $90 at Bethel, Maine for double occupancy.

6. Apply to Benito Masso, Jr., NTL Institute, 1815 N. Ft. Myer Drive, Arlington, Virginia 22209. Phone (703) 527-1500, ext. 227.

7. This program has been designed specifically for professional negotiators and aspirants to this role. Specific issues such as the physical setting, temporal features of negotiation contracts and theories of advocacy are discussed. However, the heaviest emphases of the program are on analyzing the processes of bargaining and conflict resolution. Participants engage in bargaining sessions throughout the program as a means of examining negotiation elements, use of third party observers, specific strategies, and behaviors in conflict situations. There is no prerequisite for this program.

1. UNDERSTANDING OF HUMAN BEHAVIOR

2. National Graduate University

3. This course will be offered at a number of locations during 1974.

4 The $125 fee covers tuition and course materials.

5. Dependent on location.

6. Apply to Mr. David Jeffreys, Assistant to the President, National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D. C. 20016.

7. This course is designed for participants who feel the need to update themselves or to be introduced to recent developments in the human sciences and their applications. The program has attracted direct service workers as well as community planners, fiscal officers, personnel directors, admissions officers, research coordinators and administrators. Small working groups facilitate maximum interchange between the participants and faculty.

1. THE ART OF THE INTERVIEW

2. Personnel Research & Development Corporation (PRADCO)

3. March 6-8, 1974, October 16-18, 1974, at Sheraton Inn-Hopkins, Cleveland Hopkins Airport, Cleveland, Ohio. May 1-3, 1974, location to be announced.

4. $275 covers tuition and training materials, as well as lunch and coffee breaks each day.

5. Accommodations if needed will be arranged by PRADCO: $18 per day for single room, $21 per day for double room.

6. For application and other information contact Personnel Research and Development Corporation, 11701 Shaker Boulevard, Cleveland, Ohio 44120. Phone (216) 795-5400.

7. The seminar consists of lectures, demonstrations, exercises, small group discussions and practice sessions. Some of the topics covered will be kinds of interview contacts (including those with minority group applicants), listening skills, developing hypotheses about people, the art of questionning, interpreting biographical information, non-verbal communications, testing assumptions about people, analyzing career patterns, organizing and interpreting interview findings, styles of consulting.

1. SEMINAR: OCCUPATIONAL SAFETY AND HEALTH ACT

2. Practising Law Institute

3. January 31-February 1, 1974, Barbizon Plaza Hotel, New York City; March 25-26, 1974, Hyatt Regency, Los Angeles, California.

4. $150--2-day seminar and course materials.

5. Barbizon Plaza Hotel, New York City: singles $19-$26; twins $26-$35.
Hyatt Regency, 711 South Hope, Broadway Plaza, Los Angeles, California: singles $26-36; twins $34-44.

6. Apply to Practising Law Institute, 1133 Avenue of the Americas, New York, New York 10036. Phone (212) 765-5700. For further information contact Nancy B. Hinman.

7. This seminar has been structured to emphasize the practical aspects of operating under the Occupational Safety and Health Act, which became effective April 1971. Among the questions to be examined are: How are employers advised on how to comply with the standards set under the act? What are the employers' rights under an inspection? What are the procedures for contesting citations before the Review Commission? What approach should be taken to the setting of standards?

1. CONTRACT NEGOTIATIONS FOR SCHOOL AND COLLEGE ADMINISTRATORS

2. Division of Management Education, Graduate School of Business Administration, University of Michigan

3. The seminar is given at 3 different times in Ann Arbor, Michigan: March 4-6, 1974, Campus Inn; May 6-8, 1974, Marriott Inn; November 11-13, 1974, Campus Inn.

4. $250 fee includes tuition, lunch, course materials, one year subscription to "Human Resource Magazine".

5. Campus Inn: $16-20 single room; Marriott Inn: $15-20 single room.

6. Contact Greg Soltysiak, Program Director, Division of Management Education, 1735 Washtenaw Avenue, Ann Arbor, Michigan 48104. Phone (313) 763-1000.

7. This seminar will give administrators the background and practical know-how to deal effectively with organizational drives, teacher strikes, contract negotiations, and labor law. After a full day of preparation in the specifics of collective bargaining, participants from teams representing management and labor test their negotiating skills in the realistic atmosphere of mock negotiations. A stringent critique is given by both the seminar leaders and the presiding mediator. The last day is devoted to a full scale assessment of the negotiations with the presentation of alternate approaches to the problems encountered.

STUDENT SERVICES

(Related programs
pages 14, 17)

1. ANNUAL SEX INSTITUTE

2. American Association of Sex Educators and Counselors

3. March 20-23, 1974, Washington, D. C.

4. Registration for Members--$25; Non-Members--$35.

5. Marriott Twin Bridges Hotel, Washington, D. C.

6. Write to AASEC, 3422 N Street, N.W., Washington, D. C. 20007 for information concerning membership and/or registration.

7. The sessions will deal with: Training and Standards for Sex Counselors, Conjoint Sex Counseling; Sex Counseling of the Handicapped; Peer Group Sex Counseling; Hot Line Sex Counseling; Adolescent Sex Counseling; Sex Counseling with Family Planning Patients; Taking a Sex History--Male and Female; Training of Sex Counselors; Use of Video Tape in Sex Counseling; Use of Drawings in Sex Counseling (many of these sessions will include live demonstrations); Communication Skills in Sex Counseling.

1. INTERNATIONAL SYMPOSIUM

2. American Association of Sex Educators and Counselors

3. June 24-28, 1974, Tel Aviv, Israel.

4. To be determined.

5. Sheraton Hotel, Tel Aviv, Israel.

6. Write to AASEC, 3422 N Street, N. W., Washington, D. C., 20007.

7. The theme of the conference is training and standards of sex education and counselors. Four AASEC members have been invited to deliver papers: Dr. Patricia Schiller will deliver the keynote address on Training and Standards; Dr. David R. Mace--Process of Sex Counseling and Standards; Dr. Lester Kirkendall--Pluralism in the Training of Sex Counselors; Dr. Michael Carrera--Training and Standards of Peer Group Education and Counseling. There will be films, speakers from a number of countries, and other areas discussed.

1. INDIANA PROFESSIONAL DEVELOPMENT SEMINAR

2. Association of College Unions-International and Indiana Memorial Union

3. July 21-27, 1974, Indiana University.

4. To be announced.

5. Accommodations at Indiana Memorial Union.

6. Apply to Mr. Richard Blackburn, Indiana Memorial Union, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-3561.

7. A seminar for those involved in the management of campus unions and student centers. Academic and administrative departments of the University will be involved. Experienced full-time faculty members, accustomed to working as a team, will conduct the majority of the program. Ample time provided for informal discussions. Although all of the faculty members have compiled outstanding records, two perhaps will be of significant interest: Dr. John F. Mee, Dean of the Division of General and Technical Studies and Meed Johnson Professor of Management in the Indiana University School of Business; and Dr. Robert H. Shaffer, Professor of Higher Education and Business Administration. Topics include: objectives and problem solving, planning concepts, organizational structures and funds, labor relations, financial management, application of management activity, power structures in higher education, now programming in the union, personal values for the administrators, new directions for student personnel, and others.

1. FINANCIAL AID COMPUTATION SCHOOLS

2. College Entrance Examination Board, New England Regional Office

3. Ordinarily six to eight of these one-day schools are offered in November and December. 1974 dates are not yet set. Additional sessions are available on request.

4. Ordinarily there is no fee for instruction and instructional materials.

5. Participants usually make their own arrangements for meals and lodging and provide their own transportation.

6. Interested persons should address inquiries to Mr. Arthur Doyle, New England Regional Office, College Entrance Examination Board, 470 Totten Pond Road, Waltham, Massachusetts 02154. Phone (617) 890-9150.

7. The program at these schools ordinarily includes Need Analysis, Case Studies in Need Analysis, Packaging of Awards, Office Procedures and Administration, and Coordination with other Campus Offices. Faculties are drawn from the College Board Staff and from the ranks of experienced financial aid officers from colleges which are members of the Board and the College Scholarship Service Assembly.

1. INTER-FRATERNITY INSTITUTE

2. Indiana University

3. June 16-21, 1974, at Indiana University, Bloomington, Indiana. (Given annually)

4. $150 covers room, board and all conference fees except for academic credit which may be earned if participants qualify and desire.

5. Participants live in a fraternity house which is used as a workshop center. A retreat atmosphere is maintained throughout the week.

6. Apply by June 1, 1974, to Dr. Herbert Smith, Associate Dean of Students, Memorial Hall, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-8187.

7. One or two credit hours may be arranged for $27 per credit hour for Indiana residents or $62 per credit hour for nonresidents. Workshop participants will be composed of approximately 25 student personnel staff members with prime responsibility for fraternity affairs and 25 field secretaries and other professional staff members of national fraternities. The workshop (or institute) is designed (1) to provide a broad basic orientation to the present-day college student and campus as well as the role, potentials and challenges faced by fraternities, and (2) to develop in participants the skills and understandings needed by them to assist fraternities to achieve their objectives through strengthened internal functioning, improved programming and sound institutional relations. Emphasis is placed upon the response fraternities must make to changes on their campuses and in their general environment. The program consists of lectures, discussions, case studies, panel presentations, visual aids, displays and informal activities. The workshop is sponsored in conjunction with the Fraternity Executives Association and is staffed by administrators from colleges and universities and from national fraternities.

1. WORKSHOP ON INCREASING STUDENT PERSONNEL INPUT INTO INSTITUTIONAL DECISION-MAKING AND POLICY FORMULATION

2. Indiana University

3. July 7-12, 1974 at Indiana University, Bloomington, Indiana.

4. $100 covers all conference costs except for academic credit which may be earned by additional work and special registration.

5. Participants live in a conference center within a residence hall area.

6. Apply by July 1, to Dr. Robert H. Shaffer, Professor-Higher Education, School of Education - 230, Indiana University, Bloomington, Indiana 47401.

7. The workshop will emphasize the need for student personnel administrators to strive for the congruence of institutional goals; to contribute to methods and techniques of effective decision-making and sound policy formulation; and to be skilled in insuring student personnel involvement and input at various levels of institutional governance. Presentations, readings and discussions will place greater emphasis upon system concepts, establishing objectives, resolving goal conflicts and clarifying roles than upon the forms and mechanics of governance and administration. Participants will have the opportunity of presenting and analyzing problems, issues and dilemmas from their own institutions as well as discussing theoretical models. They are expected to have experience in some phase of administering student affairs. Individuals desiring to do so may earn up to two hours graduate credit by special registration.

1. WORKSHOP - STUDENT ACTIVITIES

2. Indiana University and Commission IV of American College Personnel Association

3. July 7-12, 1974, Indiana University, Bloomington, Indiana.

4. $100 covers all conference costs except for academic credit which may be earned by additional work and special registration. Fees for academic credit are extra.

5. Participants live in a conference center within a residence hall area.

6. Apply by June 15 to Dr. Elizabeth A. Greenleaf, School of Education--226, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-0175.

7. Advising student activities. The week workshop will have as an objective an evaluation of trends of current day student activities. Consideration will be given to needs and interests of students, students' concerns and needs for group identification, innovative programs and problems related to administering an activities program. One or two credit hours may be arranged @ $27 per credit hour for Indiana residents, or $62 per credit hour for non-residents.

1. WORKSHOP - STUDENT RESIDENCES

2. Indiana University and the National Association of Women Deans and Counselors

3. June 23-28, 1974, Indiana University, Bloomington, Indiana. (Given annually)

4. $100 covers all conference costs except for academic credit which may be earned if participants qualify and desire.

5. Participants live in a conference center within a residence hall area.

6. Apply by June 1, 1974 to Dr. Elizabeth A. Greenleaf, School of Education - 226, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-0175.

7. One or two credit hours may be arranged @ $27 per credit hour for Indiana residents, or $62 per credit hour for non-residents. Admission limited to 50 professional staff with experience in working with students in living situations and who hold at least a bachelor's degree. The purpose of the Workshop is to provide an opportunity for experienced student personnel staff to examine recent changes in higher education, changing student characteristics and needs, and administration of student housing. Emphasis will be placed on means by which various types of institutions can meet the need for diversity of housing units and diversity of hall programs.

1. ADMISSIONS AND PUBLIC RELATIONS SEMINARS

2. Johnson Associates, Inc.

3. Arranged by previous planning at request of colleges, consortia, or cooperating colleges.

4. $500 per day (minimum 2 days) plus expenses of Johnson Associates staff and speakers.

5. At convenient airport or campus locations.

6. Planned at least 4-6 weeks in advance. Write to Johnson Associates, Inc., 1301 West 22nd Street, Suite 212, Oak Brook, Illinois 60521.

7. Individual colleges or college groups examine the critical need for cooperation between the admissions and public relations offices. Problem solving and team planning with individuals and offices in focus. Areas of possible conflict and probable cooperation are defined and discussed. Time allowed for individual counseling.

1. ANNUAL WORKSHOP FOR NEW FINANCIAL AIDS OFFICERS

2. Midwest Association of Student Financial Aid Administrators

3. June 23-28, 1974, Grand Valley State Colleges, Allendale, Michigan.

4. Fees are not yet determined. Approximately $175 will cover all expenses, including room and board.

5. University Residence Hall.

6. To apply contact: Mr. James Moored, Assistant Director, Student Financial Aids, Grand Valley State Colleges, Allendale, Michigan 49401. Phone (616) 895-6611.

7. This workshop is designed for financial aids officers just entering the field. The curriculum will cover a broad range of topics dealing with the administration of financial aids programs and counseling with students regarding financial aids. Lectures, seminars and informal discussions will be led by experienced aid officers, representatives of federal agencies, and staff of A.C.T. and C.S.S.

1. INTERMEDIATE LEVEL WORKSHOP IN STUDENT FINANCIAL AIDS

2. Midwest Association of Student Financial Aid Administrators

3. June 9-14, 1974, University of Iowa, Iowa City, Iowa.

4. Not yet determined; approximately $175 will cover all expenses, including room and board.

5. University Residence Hall.

6. To apply, contact Mr. John Moore, Director of Student Financial Aid, University of Iowa, Iowa City, Iowa 52240. Phone (319) 353-3085.

7. This workshop will be designed for financial aids personnel with two to five years experience in the field. The curriculum will cover a few topics in depth. Lectures, seminars, and informal discussions will be led by experienced aids officers.

1. THEORY AND PRACTICE OF TRAINING: CAMPUS APPLICATIONS

2. NTL Institute

3. June 10-21, 1974, Bethel, Maine; August 5-16, 1974, Santa Cruz, California.

4. Students: tuition and registration - $245;
   Non-students: tuition and registration - $345.

5. Room and board will cost $155.

6. Apply to Walter Sikes, Director, NTL Institute Center for Creative Change in Higher Education, 830 Xenia Avenue, Yellow Springs, Ohio 45387. Phone (513) 767-1388.

7. This program provides an opportunity for campus-based persons to improve their skills in applying group processes to teaching, counseling, team building, training, professional development, problem solving, governance, etc. Issues in the design and conduct of group experiences will be explored. The laboratory will include experience-based workshops (including T-groups), theory presentations, seminars, skill building exercises and interest group discussions. Particular attention will be devoted to developing understanding of alternative group leadership interventions and diagnosing situations to select the best action.

1. 1974 WORKSHOPS ON STUDENT LOAN ADMINISTRATION

2. National Association of College and University Business Officers (NACUBO)

3. January 13-15, 1974, Atlanta, Georgia; January 27-29, 1974, Dallas, Texas; February 10-12, 1974, Los Angeles, California; February 24-26, 1974, Pittsburgh, Pennsylvania; March 10-12, 1974, Chicago, Illinois; March 24-26, 1974, New York City.

4. NACUBO Member Institutions - $70 per person; fee includes cocktails and dinner, luncheon, coffee breaks, and materials.

5. Hotel sites to be determined.

6. Apply to Workshops on Student Loan Administration, NACUBO, Suite 510, One Dupont Circle, Washington, D.C. 20036. Phone (202) 296-2346.

7. The Workshops are designed for those members of the business office staff responsible for disbursing, billing, and collecting student loans. Institutional financial aid officers and others interested in and concerned with the repayment of student loans are also welcome to attend. The Workshop program will provide an opportunity for the exchange of ideas on billing and collection techniques.

   Panel discussions and concurrent sessions will focus on topics such as manual and computer billing systems; collection agencies and billing services; high-risk borrowers, skip-tracing, and delinquent collections; teacher cancellation, bankruptcy, and litigation; exit interviews; health professions and short-term loans; and other specialized subjects. A number of prestigious and knowledgeable persons from the national and regional Offices of Education, along with collection agency representatives and informed university administrators, will be present to conduct the program and respond to questions.

1. ANNUAL CONFERENCE OF NASPA

2. National Association of Student Personnel Administrators

3. April 14-16, 1974, Chicago, Illinois.

4. Registration fee not yet determined ($25-$80 range).

5. The Conrad Hilton, Chicago, Illinois.

6. Apply to: NASPA Central Office, Portland State University, P.O. Box 751, Portland, Oregon 97207.

7. Conference theme will center around the concept of management effectiveness applied to student services with special sessions dealing with management tools with techniques. In addition, we will try and focus on some of the most significant management problems facing student services in the decade ahead.

1. LEADERSHIP INSTITUTES

2. National Leadership Methods, Inc.

3. Year-round. Offered on regional basis in cooperation with colleges and universities.

4. $20 for weekend program (includes all training and materials, but no room and board); $15 for one day program.

5. Normally available in vicinity of lab.

6. Contact National Leadership Methods, 500 West 13th Street, Austin, Texas 78701. Phone (512) 477-9487.

7. Designed to provide managerial and/or leadership skills for outstanding student leaders and faculty and administrative staff who are responsible for leadership development on campus. The program is based upon a structured task-oriented organizational development format as opposed to sensitivity training sessions. The program is normally offered to 100-150 outstanding student leaders and administrators within a three to four state geographic area. Institutes are scheduled year-round in various geographic locations. Skills for decision making, communication, proper conduct of meetings and other general leadership development are offered in a unique laboratory format. No speeches or panel discussions.

1. CONSUMER INFLUENCE IN THE PLANNING AND REDEVELOPMENT OF STUDENT HOUSING

2. Society for College and University Planning, in cooperation with Educational Facilities Laboratories

3. April 24-26, 1974, Fordyce House, near St. Louis, Missouri.

4. Not determined.

5. Accommodations available at Fordyce House.

6. H. Gilbert Nicol, Director, Society for College and University Planning, 616 West 114th Street, New York, New York 10025. Phone (212) 280-5523.

7. Reshaping into living units; redesign for other uses; special interest living units; inter-generation campuses; new housing--is there a place for it today? marketing of residence halls; what do students really want?

AUXILIARY SERVICES

(Related program on
page 45)

1. BOOKSELLERS SCHOOL

2. American Booksellers Association (ABA) and National Association of College Stores (NACS)

3. February 20-24, 1974, St. Louis, Missouri; March 6-10, 1974, Berkeley, California.

4. $150 covers room, board and other fees.
&
5.

6. Applications available from American Booksellers Association, 800 Second Avenue, New York, New York 10017, and from National Association of College Stores, 528 East Lorain Street, Oberlin, Ohio 44074 between January 1 and February 15, 1974.

7. A comprehensive course in the selling of trade books (non-required books in a college store). The course includes planning, budgeting, title selection, and management decisions and problems.

1. SIXTH ANNUAL MEETING OF ASSOCIATION OF COLLEGE AUXILIARY SERVICES

2. Association of College Auxiliary Services

3. October 30-November 2, 1974, Fairmont Roosevelt Hotel, New Orleans, Louisiana.

4. Registration fee approximately $85.

5. Fairmont Roosevelt Hotel, European Plan, convention rates for rooms. Most meals included in registration fee.

6. Contact: Stan Clark, Secretary-Treasurer, Association of College Auxiliary Services, Seven Main Street, Cortland, New York 13045.

7. Speakers, panels, workshops covering various phases of college auxiliary services--food service, bookstores, vending, housing, general management, purchasing, personnel, public relations, education, etc. Tours of New Orleans French Quarter to be included in the program.

1. 26th ANNUAL CONFERENCE OF ASSOCIATION OF COLLEGE AND UNIVERSITY HOUSING OFFICERS

2. Association of College and University Housing Officers

3. July 28-August 1, 1974, Duquesne University, Pittsburgh, Pennsylvania.

4. Registration fee covers program costs and materials: approximately $45--member, $60--non-member.

5. Participants will be housed and fed in Duquesne University residence halls and dining halls. Costs not finalized at this time.

6. Information may be obtained by writing to Mr. William Wight, Associate Dean of Students, Duquesne University, Pittsburgh, Pennsylvania 15219.

7. Not finalized; however, program will cover all aspects of student housing, i.e. administration, educational programs in residence halls, budgeting for residence halls, food service programs in residence halls, research, training, and professional development.

1. 16TH ANNUAL WORKSHOP PROGRAM FOR PHYSICAL PLANT ADMINISTRATORS

2. The Association of Physical Plant Administrators of Universities and Colleges

3. August 4-9, 1974, University of Cincinnati; August 11-16, 1974, University of California at Santa Barbara.

4. Cincinnati--$75 registration; California--$75 registration (fees subject to slight change).

5. Tentative rates:
Cincinnati--$50 single, $40 double (residence hall);
California--$100 single, $90 double (includes meals).

6. July 1, 1974 registration deadline for $25 deposit. Apply to Cincinnati: Richard Neidhard, Associate Director of Physical Plant, University of Cincinnati, Cincinnati, Ohio 45221; California: Philip Rector, Director of Physical Plant, University of California, Santa Barbara, California 93106.

7. Two courses at Cincinnati, three courses at California. First course includes: Housekeeping, Utility Management, Personnel Management, Safety Programs, Work Control Systems, Landscaping, Communications, Maintenance and Operations; Budget and Accounting, Case Studies.
Second course (advanced): Personnel Management, Preventative Maintenance Programs, Scheduled Maintenance, Employee Organizations, Employee Motivation, Management Information Systems, Management of Your Time, Management by Objective, Problem Solving and Case Studies.
Third course (advanced): Role of Physical Plant in Educational Institute, Use of Contracting, Campus Planning, Personnel Management, Impact of OSHA, The Energy Crisis and the Campus, Seminars.

1. UNIVERSITY PERSONNEL HOUSING WORKSHOP

2. Central Missouri State University

3. June 1974, Central Missouri State University Campus, Warrensburg, Missouri.

4. Not established at this time.

5. Room and board in residence halls is $27.50 for a five-day week and $35 for a seven-day week. Room only can be provided in hotel-like accommodations for $6 per day with double occupancy and $7.50 per day for single occupancy. If the accommodations are for more than eight days, the rate is $1 per day less.

6. Contact Mr. Jack Little, Director of Housing, Central Missouri State University, Warrensburg, Missouri 64093.

7. This non-credit workshop is designed for fraternity and sorority housemothers, head residents and other university housing personnel, deans of men, deans of women, and student personnel deans. Outstanding authorities are brought in as resource consultants. The program includes lectures, demonstrations, discussions, visitations of housing units, and experience in group living and eating. The CMSU program in university housing is nationally recognized by the Association of College and University Housing Officers.

1. SIXTH ANNUAL MEETING OF EASTERN ASSOCIATION OF COLLEGE AUXILIARY SERVICES

2. Eastern Association of College Auxiliary Services

3. September 25-27, 1974, Sky Top Hotel, Sky Top, Pennsylvania.

4. Approximately $40 registration fee.

5. Sky Top Hotel, $32 per day per person.

6. Contact: Stan Clark, Secretary-Treasurer, Eastern Association of College Auxiliary Services, Seven Main Street, Cortland, New York 13045.

7. Speakers, panels, workshops covering various phases of college auxiliary services - Food Service, Bookstores, Vending, Housing, General Management, Purchasing, Personnel, Public Relations, Education, etc.

1. MICROFILM INFORMATION SYSTEMS

2. The Institute for Advanced Technology

3. January 16-18, 1974, Atlanta, Georgia; January 23-25, 1974 Los Angeles, California; February 13-15, 1974, Washington, D. C.; March 6-8, 1974, New York City; April 17-19, 1974, San Francisco, California; May 1-3, 1974, Boston, Massachusetts; May 13-15, 1974, Washington, D. C.; June 12-14, 1974, New York City.

4. $350 fee includes course materials and luncheons.

5. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corporation, the seminar, and dates attending.

6. Registrations should be made two weeks prior to the seminar start date. Contact The Institute for Advanced Technology, 5272 River Road, Bethesda, Maryland 20016.

7. This introductory seminar is intended for systems analysts and management level personnel currently concerned with the feasibility, design and implementation of a microfilm information system as well as for the individual desiring the information and knowledge required to intelligently determine the role of microfilm in the future of an organization. Heavy emphasis is placed on microfilm selection, general microfilm systems concepts, systems evaluation, hardware considerations and state of the art limitations. Informal problem solving discussions will be held at the end of the day's session. Registrants are therefore invited to bring background and supportive study data (feasibility studies, vendor proposals, etc.) to the seminar for evaluation and discussion.

1. WORD PROCESSING

2. The Institute for Advanced Technology

3. January 23-25, 1974, San Francisco, California; February 6-8, 1974, Washington, D. C.; April 3-5, 1974, Chicago, Illinois; May 15-17, 1974, New York City; June 12-14, 1974, Washington, D. C.

4. $350 fee includes course materials and luncheons.

5. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corporation, the seminar, and dates attending.

6. Registrations should be made two weeks prior to the seminar start date. Contact the Institute for Advanced Technology, 5272 River Road, Bethesda, Maryland 20016.

7. This seminar provides an in-depth definition of word processing, its past, present and probable future. Emphasis is placed on imparting practical knowledge which should enable attendees to understand and appreciate the concepts of hardware and software; and to conduct their own surveys to determine their requirements without having to rely on equipment vendors.

1. NACS MANAGEMENT SEMINAR

2. National Association of College Stores (NACS)

3. July 14-20, 1974, Oberlin, Ohio; July 28-August 3, 1974, Stanford, California.

4. $150 covers room, board and other fees.
&
5.

6. Applications available from the National Association of College Stores, 528 East Lorain Street, Oberlin, Ohio 44074 between May 1 and July 10, 1974.

7. The Management Seminar is designed for experienced college store managers, assistant managers and department heads. The complete course takes two summers to finish.

1. NACS MANAGEMENT SURVEY

2. National Association of College Stores (NACS)

3. July 14-20, 1974, Oberlin, Ohio; July 28-August 3, 1974, Stanford, California.

4. $150 covers room, board and other fees.
&
5.

6. Applications available from the National Association of College Stores, 528 East Lorain Street, Oberlin, Ohio 44074 between May 1 and July 10, 1974.

7. The Management Survey is designed for all college store personnel including neophytes and individuals newly assigned to management responsibilities. The course is open to all individuals interested in the college store field, whether currently employed in a college store or not.

1. EDUCATIONAL BROADCASTING INSTITUTE: FILM PRODUCTION FOR TELEVISION

2. National Association of Educational Broadcasters

3. March 10-13, 1974, Chicago, Illinois.

4. NAEB Members: $135; Non-members: $185. Covers tuition, course reference materials, and one dinner. Minority scholarships available.

5. Accommodations to be arranged and paid for separately by participants.

6. Apply to EBI, NAEB, 1346 Connecticut Avenue, N. W., Washington, D. C. 20036. Phone (202) 785-1100.

7. Course designed in connection with Eastman-Kodak and numerous television stations to present a complete analysis of use of film in television production. Course outline includes: presentation of case studies; pre-planning for production; lighting; sound; editing; capabilities of film; equipment maintenance; special efforts; control of production; and the film as a community relations resource.

ADMINISTRATIVE TRAINING AND INTERNSHIPS

(Related programs on
pages 3, 39)

1. ADMINISTRATIVE INTERNSHIPS FOR WOMEN AND MINORITIES

2. Academic Affairs Conference of Midwestern Universities (AACMU)

3. September 1, 1973 - June 1, 1974; September 1, 1974 - June 1, 1975.

4. Fellowship.
&
5.

6. Contact Dr. Harold E. Walker, Executive Director, Academic Affairs Conference of Midwestern Universities, Hulman Center, Suite 306, Terre Haute, Indiana 47809.

7. The Academic Affairs Conference of Midwestern Universities, with the support of the Rockefeller Foundation, provides administrative internships for women and minority persons preparing to assume key administrative positions in American colleges and universities. It is the purpose of this intensive nine-month internship to develop in interns more efficient skills in the use of administrative and management tools to enhance the operation of their home institutions. A unique feature is consortium sponsorship, providing an opportunity to be assigned to more than one institution during the internship period. This is a post-doctoral program.

1. CLEARING HOUSE FOR CAREER DEVELOPMENT

2. American Association of University Administrators

3. Throughout the year at Student Center, Glassboro State College, Glassboro, New Jersey.

4. For active members only.

5. For further information, contact Karl E. Metzger,
& Jr., Clearing House Director, Student Center,
6. Glassboro State College, Glassboro, New Jersey 08028.

7. An on-going program designed to assist in the career development of members of the Association.

1. 24-HOUR SEMINARS ON ACCOUNTABILITY IN HIGHER EDUCATION

2. American Association of University Administrators

3. February 3-4, 1974, Center for Continuing Education, University of Georgia, Athens, Georgia; March 24-25, 1974, Los Angeles-Marriott, Los Angeles, California.

4. $50 covers registration, professional materials and meals.

5. Conference Center, University of Georgia, Athens, Georgia, approximately $15; Los Angeles-Marriott, Los Angeles, California, single $26-42, double $28-46.

6. Contact Dr. D. Parker Young, University of Georgia, Athens, Georgia by January 21, 1974.
Contact Dr. Leo Goodman-Malmuth, California State University, Long Beach, California by March 11, 1974.

7. The accountability seminars, sponsored by the Professional Development Committee of the AAUA, will provide critical information about and analyses of current developments in the area of accountability in the private and public sectors of higher education. The seminars will bring together administrators, faculty members, trustees, and state and federal government representatives to discuss accountability as it affects individual campuses. Enrollment is limited to insure maximum participation.

1. ACADEMIC ADMINISTRATION INTERNSHIP PROGRAM (AAIP)

2. American Council on Education, Office of Leadership Development in Higher Education

3. September 1, 1974. The Council invites the almost 1400 member institutions, through their presidents and chief academic officers, to participate in the 1975-76 AAIP. Upon receipt of acceptances, the Council sends nominating forms. Deadline for receipt of acceptances is October 25.
December 20, 1974. Notification to candidates invited to regional interviews scheduled for February 1975.
March 1975. Announcement of 1975-76 ACE Fellows.
September 1975-May 1976. Internship (no more than 40) on host or home campuses.

4. & 5. ACE pays program costs (e.g., seminars, selection process, meetings); institution pays salary of Fellow and moving expenses, if any.

6. Presidents of ACE member institutions, between September 1 and November 22, 1974, nominate by prescribed procedure faculty and junior staff who have demonstrated potential for academic leadership. For information write Dr. Thomas M. Stauffer, Director, Academic Administration Internship Program, American Council on Education, One Dupont Circle, Washington, D. C. 20036. Phone (202) 833-4765.

7. Qualifications: 30-40 years of age, though persons 28-45 will be considered; doctorate or generally recognized terminal degree, two years teaching experience; evidence of high potential for administrative leadership. Various qualifications may be waived when other evidence of potential is presented. Week-long seminars, regional meetings, an analytical paper, and extensive reading supplement the internship experience at policy and operational levels; a senior administrator acts as mentor. Thirty-four Fellows have become presidents; others include vice presidents, provosts, academic deans. Race, sex, type of institution represented by candidates for AAIP, or other such factors have no bearing on possibility of selection.

1. WORKSHOP FOR WOMEN CONSIDERING CAREERS IN COLLEGE AND UNIVERSITY ADMINISTRATION

2. American Council on Education, Office of Leadership Development in Higher Education and Office of Women in Higher Education

3. April 29, 30 and May 1, 1974, Reston, Virginia.

4. $65 registration fee covers program fee and all conference materials, two group dinners, two group luncheons, four coffees and two social hours. (The remaining program costs and related expenses are being underwritten by the American Council on Education.) It is expected that participating institutions will cover participants' expenses.

5. Sheraton Inn--Reston, Virginia. Single $25 per day; Double $17 per person, per day.

6. Application available from Dr. Charles F. Fisher, Program Director, Institute for College and University Administrators, American Council on Education, One Dupont Circle, Washington, D. C. 20036. Phone (202) 833-4780. APPLICATION DEADLINE: March 1, 1974.

7. Participation limited to 40 women, presumably faculty members for the most part, who may be interested in pursuing an administrative career in higher education, and who receive the endorsement of their department chairman, dean, director or other institutional supervisor. Program offers prominent speakers, seminars, case study analyses, and small-group discussions, exploring an overview of the problems, issues and opportunities of the administrative process, personal demands, special concerns of women administrators, career decisions, and professional development opportunities. The purpose is to encourage the identification and entry of qualified women into positions of major administrative responsibility. This pilot program is intended to be the prototype for a national effort offering regional workshops for potential administrators in American higher education.

1. WASHINGTON INTERNSHIPS IN EDUCATION

2. Institute for Educational Leadership,
The George Washington University

3. Annual (September to August), Washington, D. C.
and selected state capitals.

4. No fees. Salary, benefits, and relocation costs are covered by the program.

5. Costs of housing are covered by intern out of salary.

6. Apply no later than January for programs beginning that fall. Nomination by applicant or other to Director, Washington Internships in Education, Room 606, 2000 L Street, N. W., Washington, D. C. 20036. Phone (202) 223-3415. Additional information and application forms from same address.

7. Washington Internships in Education each year brings a limited number of young leaders in education to Washington and selected state capitals to work three-fourths time in a public or private agency concerned with national or state educational policy, and one-fourth time in a program of seminars, discussions, and field trips. The entire experience is aimed at developing in the participants an understanding of the educational policy-making process and its relationship to state and local agencies, as well as a deepening sophistication concerning current educational issues.

1. COLLEGE ADMINISTRATOR DEVELOPMENT PROGRAM

2. Institute of Higher Education, University of Georgia

3. Periodic seminars between July 1973 and June 1974.

4. $500 covers program costs.

5. Room and board at the Georgia Center for Continuing Education and required travel extra.

6. Write to Dr. Bill D. Feltner, Institute of Higher Education, University of Georgia, Athens, Georgia 30601. Phone (404) 542-3464.

7. For all levels of recently appointed administrators in Southeastern colleges. Program consists of a series of seminars focused on administrative concepts and practices; visitation with experienced administrators in similar positions; consultation with participants on campus. Participants should not have been in present position more than two years. Major emphasis of program placed on professional career development.

1. LEADERSHIP AND GROUP FACILITATION TRAINING WORKSHOPS

2. National Center for the Exploration of Human Potential and San Diego State College Extension Division

3. June 17-July 5, 1974; July 8-26, 1974; July 29-August 16, 1974.

4. $340 for each 3-week workshop covers program costs and 3 units of graduate extension credit. $25 preregistration fee (refundable if applicant is not accepted or withdraws one month in advance).

5. Board (15 meals/week) and room available at $38/week (double occupancy), $48 (single occupancy), $33 for children ages 12-17, $28 for ages 3-11. Off campus lodging ranges from $14 per day up for double or twin, and $10 per day up for singles.

6. For further information and forms write Dr. Martin L. Seldman, Director, Training Institute, National Center for the Exploration of Human Potential, 976 Chalcedony, San Diego, California 92109. Phone (714) 272-7330.

7. For those concerned with facilitating the growth of human potentialities of individuals and groups. Appropriate for all levels of educators, counselors, and other professionals dealing with people. The focus is the experiential development of the personal potentialities of the participants and the group leadership skills requisite to facilitating personal growth in those with whom they work and serve. The methods of Dr. Herbert A. Otto, Ph.D. form the core of the workshops, emphasizing participant strengths, and the positive approach to overcoming obstacles hampering actualization. The basic sequence (a prerequisite for the advanced workshop) will prepare participants to lead the Developing Personal Potential program. The advanced sequence will prepare participants to lead the Growth Support Groups.

1. MANAGEMENT COLLEGE
NATIONAL GRADUATE UNIVERSITY

2. National Graduate University, Raymond J. Seeger, Ph.D., Dean

3. Continuous operation, offices, library and seminar facilities at 3408 Wisconsin Avenue, N.W., Washington, D. C. 20016.

4. $10 and $25 application fees; tuition $190 for each five weeks of participation in each General Phase study group. Attendance with courses varying from five weeks to 25 weeks in length; $110 for attendance at semi-monthly Management Seminars for the first year of matriculation only; $100 for each examination in a field without course of study; up to $2,400 tuition for Advanced Phase work with staff leading to the doctorate.

5. Accommodations to be arranged for by participants.

6. Write for information or visit the National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D. C. 20016. Phone (202) 966-5100.

7. Students admitted for the masters or doctorate in Management must complete five fields of the General Phase curriculum either by participation in study groups or by examination alone. They are also required to attend at least 18 semi-monthly Management College Seminars. Masters students participate in the Specialized Phase of the curriculum to the extent of submitting an acceptable technical paper. Doctoral students must complete four specialized fields of study in addition to the five general fields. In addition, they must be competent in the type of management they have chosen, have practical experience in that type of management, and complete a dissertation.

1. 1974 ENGINEERING AND MANAGEMENT COURSE

2. UCLA - The School of Engineering and Applied Science, Graduate School of Management and University Extension

3. September 16-21, 1974, University of California, Los Angeles, California.

4. $495 includes all textbooks and classroom materials, six luncheons, one dinner, parking.

5. Housing is available within reasonable distance of the University. Prices vary from $10 to $20 per day for single occupancy. Apartments with kitchenettes are also obtainable.

6. Enrollment in the course and in each class is strictly limited. Priority of space in the course is determined by order of receipt of course fee. Acceptance in the course and a complete choice of subjects can be assured only by early enrollment. Additional information may be obtained by telephoning the course office at (213) 825-3858 or 825-4562, or by writing to Dr. Tom R. Mincer, Engineering and Management Course, Room 6266, Boelter Hall, University Extension, UCLA, Los Angeles, California 90024.

7. The Engineering and Management Course is an intensified six day program designed to contribute to the professional development of engineering and management personnel. The program provides a full-time schedule of instruction and study in a university environment. Emphasis is given to the improvement of communication and to understanding of human relationships. Each individual attending the course will be able to tailor a program to his own needs. He can personally select classes which will assist him in either improving his current job performance or in preparing himself for greater responsibilities. Each participant chooses one class in each of four daily instructional periods. Twenty-four subjects of instruction are offered.

1. SOUTHEASTERN COMMUNITY COLLEGE LEADERSHIP PROGRAM

2. UF/FSU (University of Florida/Florida State University) Center for State and Regional Leadership in Community Colleges

3. April 7-10, 1974, Gainesville, Florida.

4. $325 for one person; $75 additional for second person on teams of two from each college. Fees cover all expenses except travel.

5. Flagler Inn, Gainesville, Florida. No cost to participants (covered in fees).

6. Application by February 1 to James L. Wattenbarger, University of Florida, College of Education, Gainesville, Florida 32601. Phone (904) 392-0746.

7. This workshop will be focused upon Expanding Opportunities for Women in Community College Management. Topics will focus upon budgeting, personnel management, legal responsibilities, and decision making.

1. INSTITUTE ON ACADEMIC ADMINISTRATION

2. University of Michigan, Office of the President--Funded by Carnegie Corporation and Ford Foundation

3. May 20-June 28, 1974, University of Michigan campus, Ann Arbor, Michigan.

4. A tuition fee of $300 will cover all costs of instruction not covered by the foundation grants.

5. Approximately $28 per week for room; board is to be covered individually.

6. Applications may be made by letter with resume enclosed. Nomination must be by institution. Application must be received by March 1, 1974. Institute on Academic Administration, 2064 Administration Building, University of Michigan, Attention: Virginia Davis Nordin, Director.

7. The Institute was conducted on a pilot-program basis in 1973. The purpose was to train faculty women for leadership positions in administration of large, complex and decentralized universities. It is not necessary for the faculty woman to have previous experience, but Ph.D.s with a tenure-ladder position are preferred. The institution should underwrite the cost of the institute. Candidates who are under consideration for advancement into administrative positions are preferred. Courses are taught by University administrators, including the President, Vice-President, and the Director, Center for the Study of Higher Education, as well as professors of higher education and professors from the business school. Course content includes use of computer simulation in academic decision-making, collective bargaining negotiation, academic problem-solving, legal problems of higher education, budgeting and budgeting systems, fund raising, federal and state relations, legislative relations, affirmative action, counseling, and state coordination. Each participant spends six weeks analyzing a current administative problem at Michigan, then makes suggestions for its solution.

PLANNING

(Related programs on
pages 27, 45, 60)

1. MANAGEMENT AND PLANNING INSTITUTE FOR HIGHER EDUCATION

2. Columbia University, Graduate School of Business

3. March 10-15, 1974, Arden House, Harriman, New York.

4. $500 includes tuition, room and board.
&
5.

6. Apply to Director, Management and Planning Institute for Higher Education, Columbia University, 807 Uris Hall, New York, New York 10027. Phone (212) 280-3395. Closing date: February 15, 1974.

7. Program includes discussions on institutional strategy formulation, planning for the changing role of higher education, the computer center and information systems, implementation of instructional strategy, the application of operation research to higher education, faculty budgeting and productivity, the planning process, university governance and university planning, long-range planning and budgeting.

1. FIFTY-FIRST CEFP ANNUAL INTERNATIONAL CONFERENCE

2. Council of Educational Facility Planners, International

3. September 30-October 3, 1974, Marriott Motor Hotel, Atlanta, Georgia.

4. Registration fees--$30 for Council members, $50 for non-member guests.

5. Accommodations at Atlanta Marriott. Convention rates have not been set at this time. Average around $25 single, $32 double.

6. Pre-registration forms and program information will be available approximately July 1974. Inquiries should be directed to J.E. Klepser, Director of Communications, Council of Educational Facility Planners, International, 29 West Woodruff Avenue, Columbus, Ohio 43210. Phone (614) 422-1521.

7. Major presentation and workshops for 3 1/2 days on all aspects of planning, designing, equipping and maintaining the physical environment of education, from pre-school to university level. Specific programs for higher education facilities and campus planning. Visits to local facilities of interest part of program activities. Specific program has not been planned as of this date. Complete details will be contained in pre-registration mailing.

1. THE DANFORTH WORKSHOP ON LIBERAL ARTS EDUCATION

2. The Danforth Foundation

3. Late June and early July (2-1/2 weeks, annually), Colorado College, Colorado Springs, Colorado.

4. All expenses other than travel covered by the
& Foundation, including room and board at Colorado
5. College.

6. By invitation to institutions, not individuals. Inquiries should be sent to Dr. Warren Bryan Martin, Director, Workshop on Liberal Arts Education, Danforth Foundation, 222 South Central Avenue, St. Louis, Missouri 63105.

7. Provides an opportunity for intensive study and discussion of ways and means for improving the quality of liberal arts education at the undergraduate level. Faculty, administrative officers, and some students join in serious consideration and unhurried discussion of the large issues of educational policy. Outstanding scholars in higher education and other disciplines bring their most recent research findings. Approximately 25 colleges and universities are invited annually by the Foundation to participate. Each institution agrees to send a team of four, one member being the dean or comparable academic officer. Each institution submits well in advance of the Workshop a statement of the problems on which the team will concentrate, and at the conclusion of the Workshop, presents a final report of findings and suggestions which the team will take back.

1. ESTABLISHING THE MASTER PLAN

2. Didactic Systems, Inc.

3. In-house, as requested.

4. $150 per participant (if 25 participants or more attend) includes program development, staff and all materials. Larger groups require an expanded program.

5. Room and board in-house as requested.

6. For information contact: Erwin Rausch, Didactic Systems, Inc., Box 457, Cranford, New Jersey 07016. Phone (201) 789-2194.

7. A three-day workshop, custom designed for the specific needs of the college or university, to help administrators establish a framework for setting goals and preparing a Master Plan which will actually be used as a working document by the various divisions and departments. Some work is required of prospective participants prior to the start of the seminar.

1. IMPROVING ORGANIZATIONAL EFFECTIVENESS AND DECISION-MAKING

2. Didactic Systems, Inc.

3. In-house, as requested.

4. Minimum 10 participants, maximum 15. $250 per participant, includes complete program, staff, and seminar materials.

5. Room and board in-house, or as requested and arranged by sponsoring organization.

6. For information contact: Erwin Rausch, Didactic Systems, Inc., Box 457, Cranford, New Jersey 07016. Phone (201) 789-2194.

7. A two-day workshop custom-designed for the specific needs of the college or university to help administrators systematically analyze the decision-making process in their own institutions and to develop long-range plans for streamlining it, while retaining a high degree of participation by all those who are affected. The program covers approaches to clarification of the roles of the various groups as well as the management techniques which can mold these into an effective team. Some work is required of prospective participants prior to the start of the seminar.

1. MANAGEMENT PLANNING COURSE

2. Planning Dynamics, Inc.

3. Conducted by arrangement for five or more participants. Location may be either Pittsburgh or on site of the sponsoring organization.

4. $1,500 fee covers all planning materials, manuals, books, illustrative forms, etc., and group luncheons.

5. Living arrangements at the discretion of the participant and/or his sponsoring organization.

6. For particulars, write to Planning Dynamics, Inc., Babb Building, 850 Ridge Avenue, Pittsburgh, Pennsylvania 15213. Phone (412) 237-2140.

7. This course provides intensive, practical instruction and coaching in the fundamental principles, procedures and techniques necessary to the development and implementation of a systematic process for management planning. Designed expressly to equip basically qualified designates to begin to function effectively as in-house planning specialists, the course is highly results-oriented; it is focused on the conceptual and practical knowledge demanded by an operable management system which emphasizes decentralization, participation and predetermined objectives.

1. ACADEMIC, PHYSICAL AND COMMUNITY SERVICES PLANNING: OPPORTUNITIES FOR INTEGRATION

2. Society for College and University Planning

3. January 17-18, 1974, PSA Islandia Hotel, San Diego, California.

4. Member of the Society: $60 (registration, 1 breakfast, 2 lunches, 1 dinner); Others: $75 (registration, 1 breakfast, 2 lunches, 1 dinner).

5. Room $18 per night. Board included in registration.

6. H. Gilbert Nicol, Director, Society for College and University Planning, 616 West 114th Street, New York, New York 10025. Phone (212) 280-5523.

7. Speakers and Panelists: Lyman Glenny, Director, Center for Research and Development in Higher Education, Berkeley; P.R. Theibert, Consultant, Educational Facilities Laboratories; John Vasconcellos, California State Assemblyman, Chairman, Legislative Joint Committee on the Master Plan for Higher Education; others, including individuals from State Boards, campuses and communities.
Program: Diversity for Students--Unbalance for Colleges; Cooperative Action between Universities and Communities; Who Should Control What and Why.

1. PUBLIC POLICY AND THE RELATIONSHIP OF PRIVATE AND PUBLIC HIGHER EDUCATION

2. Society for College and University Planning

3. February 6-7, 1974, New York Hilton Hotel, New York City.

4. Member of the Society: $60 (including one dinner, one lunch); Others: $75 (including one dinner, one lunch).

5. Room: $23 per night single; $35 double.
Board: Included in registration fee.

6. H. Gilbert Nicol, Director, Society for College and University Planning, 616 West 114th Street, New York, New York 10025. Phone (212) 280-5523.

7. Speakers and Panelists: Joseph P. Cosand, Center for the Study of Higher Education, University of Michigan; Richard B. Millard, Education Commission of the States; John D. Phillips, U. S. Office of Education; James B. Holderman, Lilly Endowment; Manfred Ohrenstein, New York State Senate, A. R. Woodruff, University of Hartford; Robert Wood, University of Massachusetts; others. Program: The Challenge of Cooperation for Survival; Overview of State Support Programs; Student Aid/1202 Commissions/ Institutional Aid/Enrollment Management; The Realities of Cooperation and Support.

1. STATEWIDE AND INTERINSTITUTIONAL PLANNING FOR HIGHER EDUCATION

2. Society for College and University Planning

3. July 14-17, 1974, The Brown Palace and Cosmopolitan Hotels, Denver, Colorado.

4. Not determined at this time.

5. Room: $24/$25 single; $33/$34 double.
Board: Not yet determined.

6. H. Gilbert Nicol, Director, Society for College and University Planning, 616 West 114th Street, New York, New York 10025. Phone (212) 280-5523.

7. Ninth Annual SCUP National Conference.

1. WORKSHOP--SCUP

2. Society for College and University Planning

3. April 17-19, 1974, Chicago area.

4. Not determined at this time.
&
5.

6. H. Gilbert Nicol, Director, Society for College and University Planning, 616 West 114th Street, New York, New York 10025. Phone (212) 280-5523.

7. Academic planning <u>with</u> faculty <u>without</u> new dollars.

1. THE FUTURE

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. March 18-22, 1974, Washington, D. C.

   The Special Programs Department has the capability of adapting this program to meet the needs of a specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. $325 fee includes tuition, books and all materials.

5. Not Applicable.

6. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D. C. 20004. Phone (202) 447-3247.

7. The seminar is designed to: Stimulate the participants to a greater awareness of the importance of thinking in long-range future contexts; introduce them to proper approaches and methods to be employed; acquaint them with selective representative issues likely to be directly relevant to public and private policy in which they will play a role; help relate the alternative futures to critical issues and these in turn to their relevance for current policy formulation and program development.

1. EVALUATION TECHNOLOGY AND RISK ANALYSIS

2. UCLA - The School of Engineering and Applied Science, Graduate School of Management and University Extension

3. January 28-February 1, 1974 at UCLA.

4. $535 - includes textbook and dinner meeting.

5. Accommodations are available at special rates in Rieber Residence Hall. Write to Residence Halls Coordinator, Rieber Hall, 310 De Neve Drive, Los Angeles, California 90024. Phone (213) 825-5305.

6. Apply to P.O. Box 24902, Continuing Education in Engineering and Mathematics, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-1295 or 825-3344.

7. Decision making in planning, design, development, operation and management of complex systems through application of decision analysis and utility theory. Elements of decision and utility theory investigated with respect to compatibility with requirements of real-world decision situations. Quantitative models suitable for evaluation and optimization of systems and program decision alternatives are formulated and discussed. General applicability of concepts and techniques illustrated through case studies.
Prerequisite: Bachelor's degree in engineering, science or equivalent.
Coordinators and Lecturers: Melvin W. Lifson, Lecturer, Engineering Systems Department, School of Engineering and Applied Science, UCLA; John Lyman, Professor of Engineering and Psychology, Head, Biotechnology Laboratory, School of Engineering and Applied Science, UCLA.

1. PROGRAM BUDGETING

2. Division of Management Education, Graduate School of Business Administration, University of Michigan

3. The course is offered once a month at the Michigan Union, University of Michigan, Ann Arbor, Michigan, on the following dates: January 13-18, 1974; February 17-22, 1974; March 17-22, 1974; April 21-26, 1974; May 19-24, 1974; June 23-28, 1974; August 25-30, 1974; September 15-20, 1974; October 20-25, 1974; November 17-22, 1974.

4. $350 fee includes tuition, course materials, one year subscription "Human Resource Magazine," lunch.

5. Michigan Union: $11-13 single room.

6. Contact Greg Soltysiak, Program Director, Division of Management Education, 1735 Washtenaw Avenue, Ann Arbor, Michigan 48104. Phone (313) 763-1000.

7. This course is designed for the practicing administrator charged with long-range planning responsibilities and faced with daily on-line decision-making. Program Budgeting gives the planner an improved perspective and allows for the development of programs in terms of real organizational needs. Program Budgeting enables the administrator to deal with problems far before they become fire-fighting crises.

INSTITUTIONAL RESEARCH AND EVALUATION

1. APPLIED LINEAR MODELS IN EDUCATIONAL RESEARCH

2. American Educational Research Association (AERA)

3. April 12-15, 1974, Chicago, Illinois.

4. AERA members $100; non-members $140.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is March 15, 1974. For information contact William J. Russell, Deputy Executive Officer, American Educational Research Association, 1126-16th Street, N. W., Washington, D. C. 20036. Phone (202) 223-9485.

7. This session is designed to develop the capability to use the general linear models as an approach to the formulation and analysis of research problems. The session will be of special interest to educational researchers who have the basic statistical tools in their repertoire, but because of the rapid improvement of computer techniques for the systematic organization and analysis of data are presently unable to formulate research problems for computer analyses that will yield answers to the questions at issue. The activities will be divided about evenly between lecture-discussion and laboratory excercises related to the objectives. Laboratory sessions are designed to provide for individual differences through continuous progress evaluation. The illustrative problems will come largely from the behavioral sciences. Speakers include Dr. Joe H. Ward, Jr., Air Force Human Resource Laboratory, and Dr. Earl Jennings, University of Texas at Austin.

1. CRITERION-REFERENCED MEASUREMENT

2. American Educational Research Association

3. April 14 - 15, 1974, Chicago, Illinois.

4. AERA members $50; non-members $70.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is March 15, 1974. For information contact William J. Russell, Deputy Executive Officer, American Educational Research Association, 1126-16th Street, N. W., Washington, D. C. 20036. Phone (202) 223-9485.

7. The purpose of this training session is to increase the participants' skills in constructing, evaluating and using criterion-referenced tests and to comprehend the issues relating to such measuring devices. Specific topics include: types of criterion-referenced tests, item construction and selection, estimation of domain scores, determining test length and passing scores, assessment of test reliability and validity, and applications of criterion-referenced tests for such educational tasks as needs assessments, individualized instruction, program evaluation, teacher evaluation. The intended audience are educators at all levels concerned with the utility of criterion-referenced testing for the improvement of education. No prerequisites are required to attend. Speakers include Dr. Jason Millman, Cornell University, and Dr. Robert Glaser, University of Pittsburgh.

1. FRONTIERS OF RESEARCH ON INSTRUCTION

2. American Educational Research Association

3. April 13-15, 1974, Chicago, Illinois.

4. AERA members $75; non-members $105.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is March 15, 1974. For information contact William J. Russell, Deputy Executive Officer, American Educational Research Association, 1126-16th Street, N. W., Washington, D. C. 20036. Phone (202) 223-9485.

7. This pre-session will consider the implications for research on instruction of current work in cognitive psychology, psycholinguistics, and artificial intelligence. The conference will be organized around three themes: the analysis of knowledge, the structure of educational materials, and the management of learner processes. Analytic instructional research, rather than lesson development know-how, will be stressed. Dr. Richard C. Anderson, University of Illinois, Urbana-Champaign.

1. NEW MODELS AND METHODS IN EDUCATIONAL EVALUATION

2. American Educational Research Association

3. April 14-15, 1974, Chicago, Illinois.

4. AERA members $50; non-members $70.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is March 15, 1974. For information contact William J. Russell, Deputy Executive Officer, American Educational Research Association, 1126-16th Street, N. W., Washington, D. C. 20036. Phone (202) 223-9485.

7. The emphasis of this training session will be on pay-offs for practical evaluation, although some attention will be given to topics of conceptualizations. The session will consist of a discussion of a number of new practices and perspectives in educational evaluation that have emerged in the last 2 or 3 years and are not yet discussed in print--or only briefly.

1. EDUCOM FALL 1974 CONFERENCE

2. EDUCOM and Ontario Council of Universities

3. October 15-17, 1974, Toronto, Canada; Inn on the Park Hotel.

4. $50 faculty of member institutions; $70 others. Includes registration fee, two lunches, one dinner, and proceedings.

5. Individual, prevailing rates.

6. Prior to Conference EDUCOM, P.O. Box 364, Princeton, New Jersey 08540. Cut-off date for reply, October 1, 1974.

7. Topics: Privacy and security of computer records; Computing and networking in Higher Education; Statewide planning for computing in Higher Education. Papers may be submitted to EDUCOM or the Council of Ontario Universities. Call for papers will be more specific on topics when planning is more complete.

1. EDUCOM SPRING CONFERENCE 1974

2. EDUCOM, Interuniversity Communications Council

3. April 17-18, 1974, St. Louis, Missouri. (Tentative location, The St. Louis Gateway Hotel)

4. $50 faculty of member institutions; $70 others. Includes registration fee, two lunches, one dinner, proceedings.

5. Individual, convention rates $9-$14 per single/double.

6. Prior to conference. March 30 cut-off for reply. Further information from: Carolyn Landis, EDUCOM, P.O. Box 364, Princeton, New Jersey 08540.

7. Open to all advance registrants. Topics: Computing in Instruction for Higher Education; Computing in Administration for Higher Education; Statewide Planning for Computing in Higher Education. Conference Program Chairman is Gerard P. Weeg, Director Computer Center, University of Iowa, Iowa City, Iowa.

1. WORKSHOP ON EVALUATION RESEARCH

2. Indiana University

3. June 10-14, 1974, Indiana University, Bloomington, Indiana.

4. $100 covers all workshop costs except for academic credit which may be earned if participants qualify and desire.

5. Participants will live in a conference center within a residence hall area.

6. Apply by May 24, 1974 to Dr. Donald L. Coan, School of Education 228, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-0175.

7. The Workshop is intended for college and university administrators with primary responsibilities for directing and assessing the worth of student personnel and related programs and services. Sensitivity to the pressures of educational quality and accountability and commitment to exploring ways of meeting these demands are the major requisites for participation in the Workshop. Participants are encouraged to bring a real evaluation problem from their institution which can be shared and discussed. The Workshop is designed to assess participants' attitudes, needs, and problems of evaluation, to develop evaluation skills, and to increase the relevance of evaluation to college administration. Basic issues, principles, and approaches of evaluation will be examined. Specific topics include developing program objectives and priorities, designing and executing evaluation studies, forming evaluative criteria, political factors in educational evaluation, utilizing results from evaluation research, etc. The Workshop will consist of lecture presentations, discussions, case studies, and role-playing situations led by evaluation specialists as well as college administrators.

SPECIAL COURSES OF STUDY

1. NATIONAL PROGRAM FOR EDUCATIONAL LEADERSHIP

2. Ohio State University, The City University of New York, Claremont Graduate School (California), Navajo Community College (Arizona), the North Carolina Department of Public Instruction, Northwestern University (Illinois), Fisk University (Tennessee), and the University of Texas at Austin - in cooperation with the Bureau of Educational Personnel Development, Office of Education

3. Programs individually tailored but last for no more than two years.

4. & 5. Fellows receive individualized stipends, determined by prior earnings and need. University tuition and fees plus program related travel paid for by the Program.

6. Applications accepted at any time. To obtain application forms contact National Program for Educational Leadership, The Ohio State University, 1712 Neil Avenue, Columbus, Ohio 43210.

7. Intended primarily to develop leadership in elementary and secondary education, but higher education not excluded. The purpose of the program is to identify, recruit, and prepare for leadership positions in education able men and women who are successful in other fields but now wish to develop their talents to the problems of urban education. Preference given to candidates who hold a college or university degree and who are between the ages of 30 and 50. Fellows will be based at a participating institution and will have access to courses, seminars, counseling and independent study, in addition to outside experience such as dialogues with national figures, observation of schools, field and clinical activities. Approximately 20 Fellows will be selected each year.

1. SEMINAR IN HIGHER EDUCATION I
(2 credit hours or may be taken as audit)

2. Southern Illinois University at Carbondale, Department of Higher Education

3. Summer 1974 - Carbondale, Illinois. See schedule below.

4. Illinois Resident - $61 (5 credit hours maximum); Out-of-state - $156 (5 credit hours maximum).

5. University Housing - $3.50 per night.

6. Apply by June 3, 1974 (or by first day of workshop) to Chairman John E. King, Department of Higher Education, Southern Illinois University at Carbondale, Carbondale, Illinois 62901.

7. Seminar I in Higher Education
(A series of 2 credit hour seminars on various topics)

June 3-14	Business and Fiscal Administration: Adult and Continuing Education; Technical Institute
June 17-July 1	Academic and Faculty Administration (Emphasis on Academic Advisement)
June 17-July 11	Junior College Administration
July 12-July 26	Student Personnel Group Work (Community College)
July 12-August 6	Problems in Central Administration
July 12-August 6	Adult and Continuing Education

Note: Several full summer courses available. Inquire at Department of Higher Education.

1. SEMINAR IN HIGHER EDUCATION II
   (3 credit hours or may be taken as audit)

2. Southern Illinois University at Carbondale,
   Department of Higher Education

3. Summer 1974 - Carbondale, Illinois.
   See schedule below.

4. Illinois Resident - $61 (5 credit hours maximum);
   Out-of-state - $156 (5 credit hours maximum).

5. University Housing - $3.50 per night.

6. Apply by June 3, 1974 (or first day of workshop) to
   Chairman John E. King, Department of Higher Education, Southern Illinois University at Carbondale,
   Carbondale, Illinois 62901.

7. Seminar II in Higher Education
   (A series of 3 credit hour seminars on various
   topics)

   June 17- July 5 — The Federal Government and Higher Education (Financial Aids)

   June 17- July 11 — History of Higher Education

   Note: Several full summer courses available.
   Inquire at Department of Higher Education.

1. ADVANCED PROGRAMS

2. The University of Oklahoma, Department of Advanced Programs, Continuing Education and Public Service

3. Continuous at main campus and selected locations.

4. $60 per semester credit hour. Approximately $12 per credit hour for books. $30 application fee for admission to the Graduate College.

5. Adequate facilities at the Oklahoma Center for Continuing Education at reasonable rates.

6. The 1974 schedule and application forms may be obtained by writing to Dr. L. P. Martin, Executive Director, Advanced Programs, The University of Oklahoma, 1700 Asp Avenue, Norman, Oklahoma 73069. Phone (405) 325-3333.

7. Graduate courses leading to Master of Arts Degrees in Public Administration, Economics, Human Relations and Social Work, and the Master of Business Administration. Courses offered in intensive seminar sessions of 32 hours in one week, preceded by independent study. These are regular campus courses, fully accredited, adapted to the Advanced Program format. Regular University of Oklahoma professors teach on campus and at 24 locations around the world.

MISCELLANEOUS CONFERENCES

1. EDUCATIONAL BROADCASTING INSTITUTE: RIGHTS, RESPONSIBILITIES, AND REGULATION OF BROADCAST STATIONS

2. National Association of Educational Broadcasters

3. February 14-15, 1974, Las Vegas, Nevada.

4. NAEB Members: $70; Non-members: $120. Includes tuition and materials. Minority scholarships available.

5. Accommodations to be arranged separately by participants.

6. Apply to EBI, NAEB, 1346 Connecticut Avenue, N. W., Washington, D. C. 20036. Phone (202) 785-1100.

7. An NAEB devised seminar-briefing by attorneys on current legal and regulatory problems facing managers: rules governing day-to-day operational questions; underwriting; FCC complaint processes; editorializing; personal point of view documentaries; network relations; ascertainment of community needs; ownership reporting; internal revenue service regulations governing non-profit corporations.

1. EDUCATIONAL BROADCASTING INSTITUTE: SUPERVISORY MANAGEMENT

2. National Association of Educational Broadcasters

3. January 27-30, 1974, Jackson, Mississippi.

4. NAEB Members: $165; Non-members: $215. Covers tuition plus luncheons and one dinner. Minority scholarships available.

5. Accommodations to be arranged separately by participants.

6. Apply to EBI, NAEB, 1346 Connecticut Avenue, N.W., Washington, D. C. 20036. Phone (202) 785-1100.

7. A course designed by the American Management Association and adapted by NAEB which gives administrators increased professional skills and competence in the nature of management: planning, organizing, controlling, standards and appraisal, communications, motivation and decision-making.

1. ANNUAL MEETING OF NCURA

2. National Council of University Research Administrators

3. November 20-22, 1974, Washington, D. C.

4. $60 - two lunches, one breakfast for members, membership dues.

5. Statler Hilton Hotel, Washington, D. C., Rooms--$22 single.

6. Write to: Ms. Julia Jacobsen, NCURA, Secretary/ Treasurer, 4416 Edmunds Street, N. W., Washington, D. C. 20007.

7. Informative workshop-type conference for all those participating and interested in research, training and other sponsored projects at colleges and universities including affiliated hospitals.

1. SEMINAR FOR MUSIC ADMINISTRATORS

2. Westminster Choir College

3. July 28 through August 3, 1974, Westminster Choir College Campus, Princeton, New Jersey.

4. $150 - tuition.

5. $50 - room and board.

6. For more information contact Dr. Ray Robinson, President, Westminster Choir College, Princeton, New Jersey 08540. Phone (609) 921-7100.

7. A seminar for those involved in the administration of music programs, including the art of administration, management skills, curriculum building, fund-raising, long-range planning, the creation of an exciting musical and educational atmosphere, and a survey of necessary personal skills for administrators.

PROJECTED PROGRAMS AND RELATED ACTIVITIES

THE AMERICAN ASSOCIATION OF UNIVERISTY ADMINISTRATORS held its second National Assembly in Washington, D. C., May 6-7, 1973, and is making plans for National Assembly Three, to be held in Boston, Massachusetts, April 28-30, 1974. Policy statements on collective bargaining and on the rights of administrators have been adopted. A 24-hour seminar on collective bargaining and higher education was held in Chicago in February 1973. Three similar seminars on accountability in higher education are being arranged for 1973-74. An invitational conference on major issues faced by higher education administrators will also be held. A Clearinghouse for Career Advancement has been established for members. A newsletter, Communique, is issued quarterly. Investigative services for members are provided. Chapters have been established in Alabama, Rutgers (New Jersey), and Western New York. For further information contact Fred A. Bennett, General Secretary, American Association of University Administrators, One Library Circle, Crosby Hall, Buffalo, New York 14213. Phone (716) 245-5551.

BRAKELEY, JOHN PRICE JONES, INC. has in the past offered seminars in the areas of organization, planning and governance. Though no seminars in these areas are scheduled for 1974, they will be offered in sufficient demand as indicated. For more information contact Charles A. Brecht, President, Brakeley, John Price Jones, Inc., 6 East 43rd Street, New York, New York 10017. Phone (212) 697-7120.

THE COLLEGE PLACEMENT COUNCIL, INC., through its Professional Training and Development Committee, encourages and supports universities in developing and conducting national institutes for career planning and placement personnel. Last summer two such institutes were held: at the University of California-Los Angeles and the University of Houston. Most of the seven regional college placement associations affiliated with the Council conduct annual workshops for placement directors and/or employer representatives who recruit college graduates. For more information contact Warren E. Kauffman, Editor, College Placement Council, P. O. Box 2263, Bethlehem, Pennsylvania 18001.

DOUGLAS TROUT ASSOCIATES, INC. offers the development/ total approach to consulting and training for institutions of higher education, including teleproductions consulting services. Committed to the ideal that small, private colleges are a vital and dynamic element in American education, DTA serves its clients - small, private institutions - through a team of specialists working together with a generalist senior consultant. DTA functions to educate and train a college president's staff in the total spectrum of college life - academic, administrative, financial management, long-range planning, and development master plan, establishing client independence through newly acquired competence. For further information, contact Douglas C. Trout, Ph.D., Douglas Trout Associates, Inc., 888 17th Street, N.W., Washington, D. C. 20006. Phone (202) 659-4685.

THE INSTITUTE FOR EDUCATIONAL LEADERSHIP of the George Washington University was established to meet the need for strengthening existing and potential leadership in American education at all levels of policy formulation and administration. The emphasis is on improving the quality of decision makers by providing current and promising educational leaders with first-hand experience as participants in key issues confronting education today. In carrying out its selection and training functions, the Institute is adaptive in its approach, continuously testing the efficacy of alternative methods of leadership development.

The objectives of the Institute are carried out under the following types of programs and activities: Washington Internships in Education (WIE); the Educational Staff Seminar (ESS) and the extension of activities at the state level; Institute Associates are appointed to serve as technical advisers on educational policy development with congressional and state legislative committees, executive agencies, commissions and councils, and appropriate nongovernmental agencies; Scholars-in-Residence; In-service Training Activities.

For more information contact Dr. Norman Drachler, Institute for Educational Leadership, 2000 L Street, N.W., Room 610, Washington, D. C. 20036. Phone (202) 833-1737.

THE NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS will conduct a number of training programs in 1974 which are in the process of being developed and planned. The workshops are intended to equip beginning and experienced financial aid administrators to handle the diversity of responsibilities which accompany the position. For further information contact Richard L. Tombaugh, Executive Secretary, NASFA, 212 Eye Street, N. W., Washington, D. C. 20006. Phone (202) 676-6620.

THE NATIONAL CENTER FOR DISPUTE SETTLEMENT (NCDS) of the American Arbitration Association conducts various seminars and workshops under the general designation of Alternative Approaches to Problem Solving Using Negotiations, Mediation and Arbitration. Some activities may apply to the campus situation, others may not. Techniques used in these activities include role playing, case studies, audio-visual aids, small group discussions and general meetings. The seminars and workshops are most often developed in cooperation with other groups such as individual universities and associations, like the American Association for Higher Education and the National Student Association, and groups of specialized professionals such as campus ombudsmen. College and university officials interested in either attending up-coming activities or co-sponsoring an activity with NCDS should contact Phyllis E. Kaye, Assistant Director for Program Development, National Center for Dispute Settlement, 1212 Sixteenth Street, N. W. Washington, D. C. 20036. Phone (202) 628-1545.

THE NATIONAL CENTER FOR THE EXPLORATION OF HUMAN POTENTIAL offers experiential leadership and facilitator training programs, a series of short, intensive training experiences in group methods designed to actualize human potential. These are offered on a fee basis to requesting institutions. For more information contact Dr. Martin Seldman, National Center for the Exploration of Human Potential, 976 Chalcedony, San Diego, California 92109. Phone (714) 272-7330.

PUBLIC SECTOR EDUCATION OF THE NATIONAL CENTER FOR DISPUTE SETTLEMENT/AMERICAN ARBITRATION ASSOCIATION, provides conflict resolution training in the public sector for both advocates and professionals and counter-part training. Our training centers on the various "table processes" include negotiation, mediation, fact-finding, and arbitration. As an integral part of one training approach trainees participate in a collective bargaining simulation including the services of a professional mediator, if needed. Our training capabilities include expertise in labor relations, and public employment sector labor relations. PSE also develops, implements, and administers conflict resolution systems specifically designed for educational institutions. For further information please contact Thomas R. Colosi or Gary Lebowich in Washington, D. C., 1212 16th Street, N.W., at (202) 638-4370.

CALENDAR OF PROGRAMS

CALENDAR 1/

Dates	Activity	Location	Page
January			
3-4	Management Development Program	USDA Graduate School, Washington, D. C.	34
7-11	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D. C.	37
13-15	1974 Workshops on Student Loan Administration	Atlanta, Georgia	98
13-18	Management Grid Seminar	San Antonio, Texas	29
13-18	Planned Gifts Training Program	Wayne, New Jersey	67
13-18	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
13-18	Program for Specialists in Organization Development	Naples, Florida	22
14-16	Theory Z-Tough Positive Management	Washington, D. C.	12
16-18	Microfilm Information Systems	Atlanta, Georgia	110
17-18	Academic, Physical and Community Services Planning: Opportunities for Integration	San Diego, California	136
18	Workshop on Cash Management and Short-Term Investments	Chicago, Illinois	46

20-26	Management Work Conference in Interpersonal Competence-Phase I	Miami, Florida	18
21-23	National Planned Giving Institute	Memphis, Tennessee	71
23-25	Microfilm Information Systems	Los Angeles, California	110
23-25	Word Processing	San Francisco, California	111
23-25	National Planned Giving Institute	Memphis, Tennessee	71
27-29	1974 Workshops on Student Loan Administration	Dallas, Texas	98
27-30	Educational Broadcasting Institute: Supervisory Management	Jackson, Mississippi	159
28-30	Communication and Persuasion	New York, New York	11
28-Feb. 1	Evaluation Technology and Risk Analysis	UCLA, Los Angeles, California	141
31-Feb. 1	Management Program for Executives in Scientific and Engineering Organizations	USDA Graduate School, Washington, D. C.	35
31-Feb. 1	Seminar: Occupational Safety and Health Act	New York, New York	82
Jan.*	Grantsmanship for Educational Institutions	New York, New York	73

1/ Activities with meeting dates still to be scheduled are listed on pages 195-196.

* Held monthly. Exact dates to be announced by sponsoring institutions.

Dates	Activity	Location	Page
February			
3-4	24-Hour Seminars on Accountability in Higher Education	University of Georgia, Athens, Georgia	118
3-8	Management Development Program	USDA Graduate School, Washington, D. C.	34
3-8	Management Grid Seminar	Hunt Valley, Maryland	29
4-8	Modern Management and Supervision: Part I	USDA Graduate School Washington, D. C.	37
6-7	Public Policy and the Relationship of Private and Public Higher Education	New York, New York	137
6-8	Communication and Persuasion	San Francisco, California	11
6-8	Creative Career Development for Women	USDA Graduate School, Washington, D. C.	31
6-8	Word Processing	Washington, D. C.	111
10-12	1974 Workshops on Student Loan Administration	Los Angeles, California	98
13-15	Microfilm Information Systems	Washington, D. C.	110
13-15	Organization Woman: Personal and Professional Dynamics	USDA Graduate School, Washington, D. C.	38

14-15	Educational Broadcasting Institute: Rights, Responsibilities and Regulation of Broadcast Stations	Las Vegas, Nevada	158
17-19	Sixth Annual Professional Development Workshop	St. Louis, Missouri	45
17-22	Executive Grid Seminar	Ponte Vedra Beach, Florida	28
17-22	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
18-22	Executive Management Short Course	New Orleans, Louisiana	23
19-22	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	New Orleans, Louisiana	54
20-24	Booksellers School	St. Louis, Missouri	104
24-26	1974 Workshops on Student Loan Administration	Pittsburgh, Pennsylvania	98
24-27	Educational Broadcasting Institute: Fundamentals of Finance and Accounting for Non-Financial Managers	Washington, D. C.	48
24-March 1	Management Grid Seminar	Glens Falls, New York	29
24-March 1	Power and System Laboratory	Craigville, Massachusetts	20
25-27	The Productive Organization--Linking Individual Needs with Organizational Goals	New York, New York	8

Dates	Activity	Location	Page
February			
25-March 1	Applied Modern Management and Supervision	USDA Graduate School, Washington, D. C.	30
27-March 1	Seminar for Women Executives	USDA Graduate School Washington, D. C.	39
Feb.*	Grantsmanship for Educational Institutions	New York, New York	73
March			
3-8	Management Program for Executives in Scientific and Engineering Organizations	USDA Graduate School, Washington, D. C.	35
4-6	Contract Negotiations for School and College Administrators	Ann Arbor, Michigan	83
4-8	Furniture Procurement Institute	Grand Rapids, Michigan	50
6-8	Communication and Persuasion	Washington, D. C.	11
6-8	Contract Negotiations for School and College Administrators	Ann Arbor, Michigan	83
6-8	Innovative Management	USDA Graduate School, Washington, D. C.	32

6-8	Management by Objectives	USDA Graduate School, Washington, D. C.	33
6-8	Microfilm Information Systems	New York, New York	110
6-8	The Art of the Interview	Cleveland, Ohio	81
6-10	Booksellers School	Berkeley, California	104
10-12	1974 Workshops on Introduction to Fund Accounting	Atlanta, Georgia	47
10-12	1974 Workshops on Student Loan Administration	Chicago, Illinois	98
10-13	Conference on Estate Planning	Chicago, Illinois	58
10-13	Educational Broadcasting Institute: Film Production for Television	Chicago, Illinois	114
10-15	Management Grid Seminar	Scarborough, Ontario	29
10-15	Management and Planning Institute for Higher Education	Arden House, Harriman, New York	130
11-15	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D. C.	37
11-15	Purchasing Institute	Atlanta, Georgia	52
12-14	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	Dallas, Texas	54

* Held monthly. Exact dates to be announced by sponsoring institutions.

Dates	Activity	Location	Page
March			
13-15	Creative Career Development for Women	USDA Graduate School, Washington, D. C.	31
14-15	Management Development Program	USDA Graduate School, Washington, D. C.	34
17-22	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
18-22	The Future	USDA Graduate School, Washington, D. C.	140
19-20	The Institute on Federal Funding	Washington, D. C.	53
20-23	Annual Sex Institute	Washington, D. C.	86
24-25	24-Hour Seminars on Accountability in Higher Education	Los Angeles, California	118
24-26	1974 Workshops on Student Loan Administration	New York, New York	98
24-27	Conference on Long-Range Planning	Washington, D. C.	60
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24-30	Negotiation Skills	Carmel, California	79

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26-27	Institute on Federal Funding	Washington, D. C.	53
27-29	CUPA National Seminar	Washington, D. C.	77
31-April 2	Conference on the Independent Association: What It Can Contribute to the University	Indiana University, Bloomington, Indiana	59
31-April 5	Management Grid Seminar	Lake Geneva, Wisconsin	29
March *	Grantsmanship for Educational Institutions	New York, New York	73
April			
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7-9	Educational Broadcasting Institute: Seminar in Proposal Writing	Washington, D. C.	68
7-9	1974 Workshops on Introduction to Fund Accounting	Minneapolis, Minnesota	47

* Held monthly. Exact dates to be announced by sponsoring institutions.

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8-12	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D. C.	37
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13-15	Frontiers of Research on Instruction	Chicago, Illinois	146
14-15	Criterion-Referenced Measurement	Chicago, Illinois	145
14-15	New Models and Methods in Educational Evaluation	Chicago, Illinois	147
14-16	Annual Conference of NASPA	Chicago, Illinois	99
15-17	National Planned Giving Institute	Memphis, Tennessee	71
17-18	EDUCOM Spring Conference 1974	St. Louis, Missouri	149
17-19	Creative Career Development for Women	USDA Graduate School, Washington, D. C.	31

17 19	Microfilm Information Systems	San Francisco, California	110
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18-21	Conference on Tapping Human Resources for Educational Support	Washington, D. C.	61
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21-27	College Presidents Conference	Palm Beach, Florida	16
22-24	Communication and Persuasion	New York, New York	11
24-26	Consumer Influence in the Planning and Redevelopment of Student Housing	St. Louis, Missouri	101
28-30	National Conference on Trusteeship	New Orleans, Louisiana	6
28-May 3	Annual Risk Management Conference	Toronto, Canada	43
28-May 4	Management Work Conference in Interpersonal Competence-Phase I	Safety Harbor, Florida	18

Dates	Activity	Location	Page
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29-May 3	Applied Modern Management and Supervision	USDA Graduate School Washington, D. C.	30
April *	Grantsmanship for Educational Institutions	New York, New York	73
May			
1-3	Microfilm Information Systems	Boston, Massachusetts	110
1-3	The Art of the Interview	Location to be announced	81
1-4	Annual Meeting and Product Exhibit	Miami Beach, Florida	49
5-10	Executive Grid Seminar	Lake Geneva, Wisconsin	28
6-7	Managing Management Time	USDA Graduate School, Washington, D. C.	36
6-7	Seminar for Community College Administrators "Community College Administration--Myth or Reality"	Chicago, Illinois	9
6-8	Communication and Persuasion	San Francisco, California	11

6-8	Contract Negotiations for School and College Administrators	Ann Arbor, Michigan	83
7-9	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	Chicago, Illinois	54
8-10	Conference: Cooperative Information and Planning Systems Development in Public Higher Education	Toronto, Ontario	27
12-17	Management Grid Seminar	Ste-Adele, Quebec	29
13-15	Microfilm Information Systems	Washington, D. C.	110
13-17	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D. C.	37
15-17	Word Processing	New York, New York	111
19-24	Management Grid Seminar	Oshkosh, Wisconsin	29
19-24	Power and System Laboratory	Craigville, Massachusetts	20
19-24	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
20-June 28	Institute on Academic Administration	University of Michigan, Ann Arbor, Michigan	127

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* Held monthly. Exact dates to be announced by sponsoring institutions.

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29-31	Creative Career Development for Women	USDA Graduate School, Washington, D. C.	31
29-31	Seminar for Women Executives	USDA Graduate School, Washington, D. C.	39
May *	Grantsmanship for Educational Institutions	New York, New York	73
June			
3-5	Innovative Management	USDA Graduate School, Washington, D. C.	32
3-5	Management by Objectives	USDA Graduate School, Washington, D. C.	33
3-14	Seminar in Higher Education I	Southern Illinois University at Carbondale, Illinois	153
4-6	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	Boston Massachusetts	54
5-7	Communication and Persuasion	Washington, D. C.	11
9-14	Intermediate Level Workshop in Student Financial Aids	University of Iowa Iowa City, Iowa	96

9-14	Management Grid Seminar	Ste-Adele, Quebec	29
10-14	Workshop on Evaluation Research	Indiana University, Bloomington, Indiana	150
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12-14	Microfilm Information Systems	New York, New York	110
12-14	Word Processing	Washington, D. C.	111
16-21	Inter-Fraternity Institute	Indiana University, Bloomington, Indiana	90
16-21	Planned Gifts Training Program	Wayne, New Jersey	67
16-22	Management Work Conference in Interpersonal Competence-Phase I	Aspen, Colorado	18
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16-July 26	Institute for Educational Management-1974 (Fifth Annual Program)	Harvard Business School, Boston, Massachusetts	13

*Held monthly. Exact dates to be announced by sponsoring institutions.

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17-July 1	Seminar in Higher Education I	Southern Illinois University at Carbondale, Illinois	153
17-July 5	Leadership and Group Facilitation Training Workshops	San Diego, California	123
17-July 5	Seminar in Higher Education II	Southern Illinois University at Carbondale, Illinois	154
17-July 11	Seminar in Higher Education I	Southern Illinois University at Carbondale, Illinois	153
17-July 11	Seminar in Higher Education II	Southern Illinois University at Carbondale, Illinois	154
19-21	Seminar on Taxes-and-Giving	Colorado Springs, Colorado	72
23-28	Annual Workshop for New Financial Aids Officers	Grand Valley State College, Allendale, Michigan	95
23-28	Power and System Laboratory	Soquel, California	20

23-28	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
23-28	Workshop--Student Residences	Indiana University, Bloomington, Indiana	93
23-July 19	Executive Management Programs	University Park, Pennsylvania	25
24-28	AASEC International Symposium	Tel Aviv, Israel	87
24-28	Applied Modern Management and Supervision	USDA Graduate School, Washington, D. C.	30
24-28	Normative Systems Leadership Seminar in Higher Education	Morristown, New Jersey	10
June *	Grantsmanship for Educational Institutions	New York, New York	73
June **	The Danforth Workshop on Liberal Arts Education	Colorado College, Colorado Springs, Colorado	132
June ***	University Personnel Housing Workshop	Central Missouri State University, Warrensburg, Missouri	108

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* Held monthly. Exact dates to be announced by sponsoring institutions.

** To be held late June and early July (2-1/2 weeks); exact dates to be determined.

*** Exact dates to be announced by sponsoring institution.

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July			
7-12	Workshop on Increasing Student Personnel Input into Institutional Decision-Making and Policy Formulation	Indiana University, Bloomington, Indiana	91
7-12	Workshop--Student Activities	Indiana University, Bloomington, Indiana	92
7-21	Negotiation Skills	Bethel, Maine	79
8-26	Leadership and Group Facilitation Training Workshops	San Diego, California	123
12-26	Seminar in Higher Education I	Southern Illinois University at Carbondale, Illinois	153
12-Aug 6	Seminar in Higher Education I	Southern Illinois University at Carbondale, Illinois	153
14-17	Statewide and Interinstitutional Planning for Higher Education	Denver, Colorado	138
14-19	Management Grid Seminar	Palm Springs, California	29
14-20	NACS Management Seminar	Oberlin, Ohio	112
14-20	NACS Management Survey	Oberlin, Ohio	113

21-27	Indiana Professional Development Seminar	Indiana University, Bloomington, Indiana	88
21-Aug 16	Program for Specialists in Organization Development	Bethel, Maine	22
23-25	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	Honolulu, Hawaii	54
28-Aug 1	26th Annual Conference Association of College and University Housing Officers	Duquesne University, Pittsburgh, Pennsylvania	106
28-Aug 2	College Business Management Institute	University of Kentucky, Lexington, Kentucky	55
28-Aug 3	NACS Management Seminar	Stanford, California	112
28-Aug 3	NACS Management Survey	Stanford, California	113
28-Aug 3	Seminar for Music Administrators	Westminster Choir College, Princeton, New Jersey	161
28-Aug 23	Executive Management Programs	University Park, Pennsylvania	25
29-Aug 16	Leadership and Group Facilitation Training Workshops	San Diego, California	123

Dates	Activity	Location	Page
July			
30-Aug 1	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	San Francisco, California	54
July *	Grantsmanship for Educational Institutions	New York, New York	73
July **	College Administrator Development Program	University of Georgia, Athens, Georgia	122
August			
4-9	16th Annual Workshop Program for Physical Plant Administrators	University of Cincinnati, Cincinnati, Ohio	107
4-9	1974 ACPRA Summer Academy	University of Notre Dame, South Bend, Indiana	64
5-7	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	Colorado	54
5-16	Program for Campus Team Development	Santa Cruz, California	21
5-16	Theory and Practice of Training: Campus Applications	Santa Cruz, California	97
6-10	In-Service Team Training in Faculty Development and Learning Environments	Oklahoma Christian College, Oklahoma City, Oklahoma	78

11-16	Annual WACUBO Workshop	University of California Santa Barbara, California	56
11-16	16th Annual Workshop Program for Physical Plant Administrators	University of California Santa Barbara, California	107
18-23	Management Grid Seminar	St. Louis, Missouri	29
18-24	Management Work Conference in Interpersonal Competence-Phase I	Hershey, Pennsylvania	18
19-30	Graduate Student Professional Development Program	Bethel, Maine	17
25-30	Management Grid Seminar	Portland, Oregon	29
25-30	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
Aug.*	Grantsmanship for Educational Institutions	New York, New York	73
September			
1, 1974 to June 1, 1975	Administrative Internships for Women and Minorities	Terre Haute, Indiana	116

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* Held monthly. Exact dates to be announced by sponsoring institutions.

** Periodic seminars between July 1973 and June 1974.

Dates	Activity	Location	Page
September			
1. 1974 to May 1976	Academic Administration Internship Program	Location to be announced	119
8-13	Planned Gifts Training Program	Wayne, New Jersey	67
15-20	Management Grid Seminar	Glens Falls, New York	29
15-20	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
16-21	1974 Engineering and Management Course	UCLA, Los Angeles, California	125
25-27	Sixth Annual Meeting of Eastern Association of College Auxiliary Services	Sky Top, Pennsylvania	109
29-Oct 2	1974 Conference of the Association of College and University Auditors	Northwestern University, Evanston, Illinois	44
29-Oct 4	Executive Grid Seminar	Ponte Vedra Beach, Florida	28
29-Oct 4	Management Grid Seminar	Miami Beach, Florida	29
30-Oct 3	Fifty-First CEFP Annual International Conference	Atlanta, Georgia	131
Sept.*	Grantsmanship for Educational Institutions	New York, New York	73

Sept.**	Washington Internships in Education	Washington, D. C. and selected state capitols	127
October			
6-9	Seminar for College and University Leaders in Continuing Education	East Lansing, Michigan	15
6-11	Management Grid Seminar	Columbus, Ohio	29
7-9	National Planned Giving Institute	Memphis, Tennessee	71
9-11	National Planned Giving Institute	Memphis, Tennessee	71
10-11	Innovative Management	USDA Graduate School, Washington, D. C.	32
13-18	Management Grid Seminar	Minneapolis-St. Paul, Minnesota	29
15-17	EDUCOM Fall 1974 Conference	Toronto, Canada	148
15-17	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	Washington, D. C.	54
16-18	The Art of the Interview	Cleveland, Ohio	81
20-25	Planned Gifts Training Program	California	67

* Held monthly. Exact dates to be announced by sponsoring institutions.

** Offered annually; program begins in September and ends the following August.

Dates	Activity	Location	Page
October			
20-25	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
20-26	Management Work Conference in Interpersonal Competence-Phase I	Midwest (to be announced)	18
20-26	Negotiation Skills	Midwest (to be announced)	79
21-23	17th National Conference on Philanthropy	Cleveland, Ohio	69
24-27	Fall Conference for Trustees and Regents	Chicago, Illinois	5
25-Nov 1	Program for Specialists in Organization Development	Naples, Florida	22
27-29	CUPA National Seminar	Washington, D. C.	77
27-30	AICS Annual Convention	San Juan, Puerto Rico	7
27-30	CUPA National Conference	Houston, Texas	76
27-Nov 1	Power and System Laboratory	Craigville, Massachusetts	20
30-Nov 2	Sixth Annual Meeting of Association of College Auxiliary Services	New Orleans, Louisiana	105

Oct.*	Grantsmanship for Educational Institutions	New York, New York	73
November			
3-8	Institute for Academic Deans	Houston, Texas	3
10-15	Management Grid Seminar	Lake Geneva, Wisconsin	29
11-13	Contract Negotiations for School and College Administrators	Ann Arbor, Michigan	83
17-22	Executive Grid Seminar	Carefree, Arizona	28
17-22	Management Grid Seminar	Austin, Texas	29
17-22	Program Budgeting	University of Michigan, Ann Arbor, Michigan	142
17-23	Management Work Conference in Interpersonal Maintenance-Phase I	San Diego, California	18
20-22	Annual Meeting of NCURA	Washington, D. C.	160
26-28	Intensive Course on the Negotiation and Administration of Federal Grants and Contracts	Miami, Florida	54
Nov.*	Grantsmanship for Educational Institutions	New York, New York	73
Nov.**	Financial Aid Computation Schools	Location to be determined	89

* Held monthly. Exact dates to be announced by sponsoring institutions.

** Six to eight one-day schools offered in November and December. Exact dates to be announced.

Dates	Activity	Location	Page
Nov.***	Institute on Professional Development of College Business Personnel	Location to be determined	51
December			
1-6	Management Grid Seminar	Glens Falls, New York	29
1-13	Administrative Management Program for Natural Resource Managers	University Park, Pennsylvania	24
8-13	Management Grid Seminar	Berkeley, California	29
Dec.*	Grantsmanship for Educational Institutions	New York, New York	73
Dec.**	Financial Aid Computation Schools	Location to be determined	89

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* Held monthly. Exact dates to be announced by sponsoring institutions.

** Six to eight one-day schools offered in November and December. Exact dates to be announced.

*** Exact dates to be announced by sponsoring institution.

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	Broadening the Base of Support: An Update on Development, Alumni Support, Media Relations, Fund Raising, Legislative Relations	Location to be determined	63
	An Invitational Conference on the Future of American College and University Administrators	Location to be determined	2
	Brakeley/JPJ Computer-in-Philanthrophy Conference (Annually)	Location to be determined	65
	Clearing House for Career Development**	Glassboro State College, Glassboro, New Jersey	117
	Definition of the Role of the Governing Board; Institutional Needs Analysis; Management Seminars; Team Planning Processes; Customized Management Training***	Location to be determined	26
	Donor Financial Planning Seminars***	Location to be determined	66
	Establishing the Master Plan***	Cranford, New Jersey	133

* Meeting dates still to be scheduled by sponsoring institutions.

** Held throughout the year.

*** Held as requested.

Dates*	Activities	Location	Page
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	Leadership Institutes**	Location to be determined	100
	Management College, National Graduate University	Washington, D. C.	124
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	Management Seminars in Admissions***	Location to be determined	14
	Management Work Conference in Interpersonal Competence-Phase II	Location to be determined	19
	National Program for Educational Leadership	Location to be determined	152
	Understanding of Human Behavior**	Location to be determined	80

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* Meeting dates still to be scheduled by sponsoring institutions.

** Held throughout the year.

*** Held as requested.

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